

Sales Management

THE MAGAZINE OF MARKETING

IN THIS ISSUE:

THE MARKET NOBODY KNOWS: LOS ANGELES.....	65
AMERICAN CENTRAL'S NIFTY SALES TOOLS.....	42
PARKER PEN TACKLES RETAIL TRAINING.....	62
FUTURE SALES RATINGS BY INDUSTRY.....	82

JANUARY 1, 1949



THIRTY-FIVE CENTS



ONE CALL for ALL

River Raisin is equipped to supply all of your display requirements.

A new and different service . . . as convenient as your telephone. Our Creative Staff supplies the basic idea . . . our Production Experts produce the finished display in our fully equipped Monroe, Michigan plant. You can expect economies because River Raisin is one of the country's largest manufacturers of corrugated and fibre board. The next time you want dimensional displays that produce immediate action call for our *ONE CALL FOR ALL* service.



River Raisin
DIMENSIONAL DISPLAYS

RIVER RAISIN PAPER COMPANY

DISPLAY DIVISION • Monroe, Michigan

CORRUGATED AND SOLID FIBRE SHIPPING CONTAINERS • PACKING MATERIALS • FIBRE BOARDS • CORRUGATING STRAW • SILICATE OF SODA



How to go home in Philadelphia

Assuming you know Philadelphia is the nation's third largest retail market place, and hub of a great trading area of over four million persons. Also that more than any other large city it's a city of homes. And, further, the way to get at this market is through family contacts.

Then—

The way to go home in Philadelphia is with The Bulletin. It's a welcome caller in more than four out of five Philadelphia homes. In two blocks on North 17th Street, as a typical example, The Bulletin goes to 38 of 44 householders interviewed. It goes home, stays home, is *read* by the entire family—evenings and Sundays.

• • •
In Philadelphia—
nearly everybody reads
The Bulletin

Sales Management

CONTENTS, JANUARY 1, 1949

AUTO EXPENSES

Cost figures on a test fleet of salesmen's cars operated by a major meat packing company 41

DIRECT MAIL

House Organ cues users on point-of-sale ideas 72

MANAGEMENT

Business creates a new management function centralized in the Department of Human Relations 37

MARKETS

The merchandising strategy of the "super" drug store, one of a group of articles by E. B. Weiss on these markets 45

An appraisal of sales opportunities in the City of Los Angeles 65

MARKET ANALYSIS

Richard Crisp outlines five ways to apply SALES MANAGEMENT's Survey of Buying Power figures to your own sales problems 56

How does your brand rate in 13 markets, a study of 137 products 76

SALES AIDS

All about the visual aids that put interest and conviction into sales talks for American Central appliances 42

SALES TRAINING

The neck of the sales bottle—the retail salesperson—and what Parker Pen is doing about him 62

DEPARTMENTS AND SERVICES

Advertisers' Index	95	Media & Agency News	84
Campaigns & Marketing	80	News Reel	15
Coming Your Way	94	Promotion	74
Comment	96	Readers' Service Bureau	75
Future Sales Ratings	82	Scratch Pad	20
High Spot Cities	88	Significant Trends	35
The Human Side	8	Tips	61

Washington Bulletin Board 28

What can you Sell to a piece of Real Estate?

A NEW FARM HOME means multiple new sales in the nearest Main Street town—no wonder 77% of the building suppliers and 67% of the hardware stores are located on Main Street. More than a million copies of **PATHFINDER**, America's 2nd largest news magazine, are read by Main Street families.



MORE OF THE PEOPLE who shop and bank on Main Street, America, own homes and farms, businesses, risk their time and money in enterprise. They make better customers—and better friends of business. Are you getting them behind you? More than 2,700,000 of America's most prosperous rural families are behind **FARM JOURNAL**.



MEASURING FARMS OR COUNTING FARMERS will never give you this true picture of farm money in action—in Main Street towns. You can't sell a thing to a piece of real estate; you make sales to people—and 80 million of them are now feeling the effects of farm and Main Street prosperity. To reach them, use **FARM JOURNAL** and **PATHFINDER**.

Today's biggest sales opportunity—begins with the farm market . . .

Not because farm families saved more than all the rest of us put together last year . . .

Or because building reports show they are spending 2½ billion dollars remodeling and building homes and new farm buildings this year.

But because of what happens when that farm money is spent—and re-spent—on a

new standard of living in the country's Main Street towns. Over 80 million people—half the families of America—are swept up in the new spending economy of the Main Street towns.

Are you distributing your selling messages *in proportion to their number and proven buying power*? Join the hundreds of leading advertisers who are *making sure* through the pages of **FARM JOURNAL** and **PATHFINDER**.

3,750,000 Families Who Buy On Main Street

Farm Journal, Biggest—in the Country

Pathfinder, First—on Main Street

Graham Patterson, President

If you want to sell prospective

Home Owners

it's smart merchandising to
merchandise your products through

Home Owners' CATALOGS

HOME OWNERS' CATALOGS is your direct path to *qualified* prospects. It is a proven merchandising method for putting complete information about your product or service in a permanent reference volume sent to qualified home planners—at just the time when they are planning their new homes.

Why HOTPOINT is convinced . . .

The remarkable *impact* of HOME OWNERS' CATALOGS on home-planning families is a proven fact for Hotpoint Inc., large manufacturer of electrical appliances. By direct query of a random sampling of home-planning families who had received HOME OWNERS' CATALOGS, it was found that:

146 out of 169
had SEEN and READ the Hotpoint Catalog
bound in HOME OWNERS' CATALOGS.

115 out of 146
had BOUGHT or INTENDED TO BUY
one or more Hotpoint items!

Further tabulations showed specifically which Hotpoint items had best sales potentials in the "built-to-order" home market served by HOME OWNERS' CATALOGS.

Ask us to let you see the revealing facts in this and other recent studies of home-planning families.

Home Owners' CATALOGS

A Catalog Distribution Service of
F. W. DODGE CORPORATION
119 West 40th St., New York 18, N. Y.

SM

EDITORIAL STAFF

PHILIP SALISBURYEditor
A. R. HAHNManaging Editor
JOHN H. CALDWELLAssistant Managing Editor
MARY CAMPDesk Editor
LESTER B. COLBY
D. G. BAIRD
FRANK WAGGONER
ALICE B. ECKE
TERRY ARMSTRONG
HARRY WOODWARD, JR.
JAMES M. SINGLETONAssociate Editors
GRACE WEINROD
MADELEINE ROARK
MARY JANE SEARSAssistant Editors
CLIFFORD GUESTWashington Editor
RAY B. PRESCOTTResearch Consultant
PETER B. B. ANDREWSConsulting Economist
H. M. HOWARDReaders' Service Bureau
MARY LOU MARTINLibrarian
WILLIAM C. JORDANAdvertising Production Manager
SHIRLEY D. HINITCHAdvertising Records

BUSINESS STAFF

RAYMOND BILLPublisher
PHILIP SALISBURYGeneral Manager
EDWARD LYMAN BILLTreasurer
MERRIL V. REED
C. E. LOVEJOY, JR.
W. E. DUNSBYVice-Presidents
R. E. SMALLWOODVice Pres. & Advertising Service Manager
C. V. KOHLSubscription Manager
ELMER DALTONAssistant Subscription Manager
ELLIOTT EAKINPromotion Manager

Published by Sales Management, Inc. Editorial and executive offices, 386 Fourth Avenue, New York 16, N. Y.; Telephone Lexington 2-1760; Branch Advertising Offices: Chicago 1, 333 North Michigan Avenue; Telephone State 2-1266; C. E. Lovejoy, Jr., Vice-President; W. J. Carmichael, Western Advertising Manager, and—Santa Barbara, California, 15 East de la Guerra, Warwick S. Carpenter, Manager; Publication office, 34 North Crystal Street, East Stroudsburg, Pa. Subscription price \$6.00 a year, Canada, \$7.00. Foreign, \$9.00. Member Audit Bureau of Circulations, Associated Business Papers.

SALES MANAGEMENT with which is incorporated PROGRESS, publish semi-monthly on the first and fifteenth except in May and November, when it is published on the first, tenth and twentieth; copyright January 1, 1949 by Sales Management Inc., 34 North Crystal St., East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Subscription price \$6.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the Act of March 3, 1879. Address mail to New York office.

January 1, 1949 Volume 62 No. 1



WHAT'S GOING ON AT THE NEWSSTANDS?

Ralph Starr Butler recently pointed up a growing trend among advertisers and advertising agencies—to study carefully the *quality of circulation* delivered by the magazines they buy. Perhaps the best available yardstick of circulation quality in a magazine is its success on the newsstands. Check this list to see what the top 15 newsstand magazines are doing.

THE TOP 15 NEWSSTAND MAGAZINES

POSITION			MAGAZINES	CIRCULATION			COPY AND % GAIN OR LOSS	
1st Six Months 1947	2nd Six Months 1947	1st Six Months 1948		1st Six Months 1947	2nd Six Months 1947	1st Six Months 1948	1st Six Months '47 vs. 1st Six Months '48	
1	1	1	Life	2,389,977	2,540,052	2,282,205	-107,772	- 4.5
2	2	2	Ladies' Home Journal	2,257,839	2,155,499	2,091,865	-165,974	- 7.4
6	3	3	True Confessions	1,584,406	1,737,579	1,778,158	+193,752	+12.2
3	4	4	Saturday Evening Post	1,825,617	1,730,532	1,740,891	- 84,726	- 4.6
4	5	5	McCall's	1,778,105	1,668,148	1,637,844	-140,261	- 7.9
5	6	6	Woman's Home Companion	1,621,742	1,527,400	1,502,192	-119,550	- 7.4
7	7	7	Look	1,474,566	1,420,070	1,374,002	-100,564	- 6.8
8	8	8	True Story	1,287,336	1,231,248	1,335,976	+ 48,640	+ 3.8
10	10	9	Better Homes & Gardens	1,195,744	1,150,990	1,118,661	- 77,083	- 6.4
9	9	10	Good Housekeeping	1,223,353	1,167,976	1,116,056	-107,297	- 8.8
18	12	11	Modern Romances	932,263	981,045	1,040,645	+108,382	+11.6
14	14	12	True	956,834	949,989	1,031,865	+ 75,031	+ 7.8
17	16	13	See	935,315	935,315	957,409	+ 22,094	+ 2.4
19	15	14	Modern Screen	931,752	944,482	931,557	- 195	+ 0.0
13	13	15	American	970,430	954,370	906,400	- 64,030	- 6.6

WHAT THIS REPORT REVEALS:

Modern Romances, True Story, True Confessions are the only women's magazines in the top 15 (or the top 20) to show a gain '48 over '47.

* * *

Modern Romances & Modern Screen are the only women's magazines to show a steady gain in position in each of the 3 six-month periods.

Modern Screen is the only screen magazine among the top 15 leaders.

* * *

Dell Modern Group is the only group with 2 magazines in the top 15. Modern Screen shows a 3.1% newsstand gain for the first 9 months '48 over '47; Modern Romances did even better with a 14.1% increase.

DELL MODERN GROUP

MODERN SCREEN • MODERN ROMANCES • SCREEN STORIES



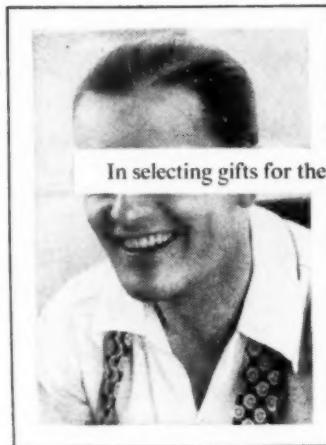
Dell Publishing Co., Inc., 261 Fifth Avenue, New York 16, N.Y.

Any resemblance to your best customers

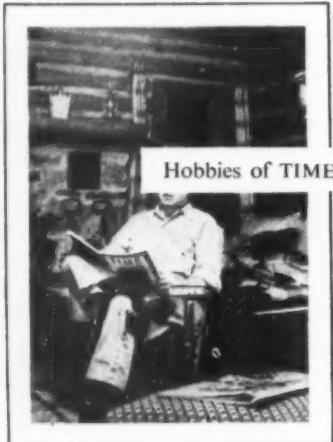


The average TIME man owns 4 business suits, 2 sportsjackets, 6.4 pairs of shoes.

A little more critical of his shirts than our average, this TIME man sends 6 shirts to the ragbag every year.



In selecting gifts for the "women in their life," TIME men picked flowers on 1,193,000 occasions; candy—1,043,000 times; clothing—518,000 times; jewelry—483,000 times; lingerie—336,000 times; perfume—218,000 times.



Hobbies of TIME-reading men take in all of the obvious—fishing, hunting, etc. . . . and also some not so usual such as politics, horse racing, mine prospecting and interior decorating. They spend \$253 and about 41 days a year working at it.

This gentleman's No. 1 hobby is "just living." He spends 365 days a year at it.



TIME families spend about \$44,300,000 every week for groceries (including vegetables, fruit, meat, dairy products, etc.). Food bills in the average TIME household run to \$30 per week (national average \$22.98). But close to 500,000 TIME families spend between \$25 and \$39 each.



Aside from an awareness of what's cooking in the news, TIME women know what's cooking in the kitchen. 92.5% own cookbooks—the average per family is 4.7 cookbooks.

The gal who does most of the cooking for this handsome consumer unit says she draws on 20 cookbooks for her meals.

is inevitable

A short time ago, TIME wrote to a cross section of subscribers, asked them to sit for a "TIME Exposure" by mail to give us a clearer picture of the many things we, and the advertising world, already know about the 1,500,000 families who read TIME.

In keeping with the "picture" theme of the mailing, we threw in this last question just for fun: "How about enclosing a snapshot of yourself, hmmm?"

The handful of photos here picture some of the hundreds who did. *Hmmmm!*



There is a golfer in 43.6% of TIME families. The usual score is 99. But 3.7% of TIME men go around in the 70's—and 10.7% tear up their score card.

This guy shoots in the 80's. He bought 12 new balls in 1947—one more than par for all TIME's golfing readers.



Nine out of ten dresses purchased by TIME women last year were "new look" styles. 13% said hubby was there when the purchases were made.

This reader claims 10 dresses, suits and coats with the "new look" or reasonable compromise.



More than 600,000 TIME-readers traveled by air in 1947. The grand total comes to 3,422,000 trips . . . or 3,050,000,000 miles.

This reader obviously tops the luggage-owning average of TIME families—7.4 pieces per family.



The facts shown above are reported by TIME subscribers (who comprise 80% of TIME's circulation).

These are the kinds of people who have attracted so many advertisers of such standing that TIME ranked fourth among all U.S. magazines in advertising revenue for the first 9 months of 1948.

The complete published report—containing hundreds more facts about the living and buying habits of TIME-readers—is now available from David Wallace, TIME's Research Director, 9 Rockefeller Plaza, New York 20, N. Y.

A Mass Market of America's Best Customers

ADVERTISING OFFICES: Atlanta, Boston, Chicago, Cleveland, Detroit, Los Angeles, New York, Philadelphia, St. Louis, San Francisco.

The Human Side

THE TEEN-AGE TYCOONS

How'd you like to see a high school student sitting at your desk? Running it . . . giving orders . . . peeping into your files? It could happen. In fact it already has. No less a firm than Johnson and Johnson recently turned over the corporation, lock, stock and barrel to some 200 students from the New Brunswick and St. Peter's (N. J.) high schools for one day. The idea: to sell the American free enterprise system; to acquaint tomorrow's workers with modern management. And the idea, says a company spokesman, was a whale of a success. Several executives are still looking for papers but a couple of secretaries have a new appreciation of their bosses; there's always *some* good with the bad.

Johnson and Johnson calls its experiment, "A Day in Modern Industry." So pleased were school officials and J and J people that plans are being made for even more elaborate industry days for greater numbers of high school students.

Before the students were sent out to do or die for Johnson, George F. Smith, the corporation's president, spoke to them on the history of the firm.

"Our American economic system is gravely threatened by ignorance," said he. "Today we hope to dispel some of that ignorance by demonstrating for you, first hand, why this country is the greatest in the world. You will see and understand why the democratic system has brought more rewards to more people than any other system the world has known. We out-produce all other nations, turn out more goods and services every hour we work, and enjoy the highest standard of living in all civilization."

"Yet," added Mr. S., "there are many Americans who haven't the slightest idea of what makes our system work."

Mr. Smith told the students a lot more. He told them that there is, ultimately, only one person who determines the success of any business. That person is the customer. A business, he explained, either meets the demands of its customers and succeeds, or it doesn't meet them and folds.

"Some of you," he said, "may ask, 'Okay, but what's in it for me?' Plenty!" And Mr. Smith itemized the "plenty" . . . better food, better clothing, better homes, better medical facilities, a lot more.

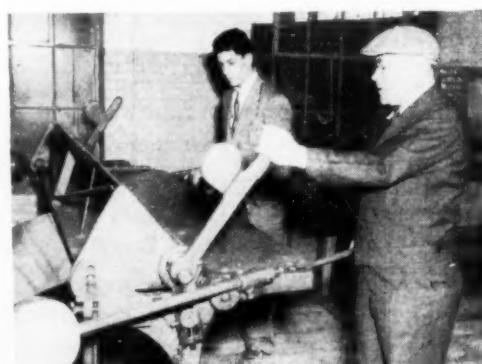
And then the field day began. The youthful businessmen-for-a-day gathered in the power plant where officials of the company took them to their designated positions in personnel, traffic, engineering, cotton mill, gauze mill, plaster mill, export, legal, and numerous other departments. All races and creeds were represented in the school group.

Johnson and Johnson's president-for-the-day was 17-year-old Frank Metz. His first appointment was a meeting of top management officers. He urged them (Do we detect a public speaking course?) to go on to "greater productivity and efficiency, especially on this day when Johnson and Johnson is in the capable hands of the high school seniors." Several officers winced noticeably.

Young Edgar Ward took over the desk of Thomas O. Boucher, assistant general counsel. Ward immediately started dictating and discovered that certain basic legal details were simple enough for him to accomplish. But for our money the student who earned her salt that day was Jean Tammaro, who acted as secretary to the young personnel director.

When the day was over the students came away with a consciousness of how much they *didn't* know and the officials of the company, who kibitzed to see that mayhem didn't occur because of some brash young thing's desire to turn a few industrial wheels, went home feeling pretty set-up over how much they *did* know.

KIDS BECOME EXECUTIVES . . . and vice-versa. It happened when Johnson and Johnson turned its main plant over to high schoolers for a Day of Modern Industry. Kids took on big-time jobs.



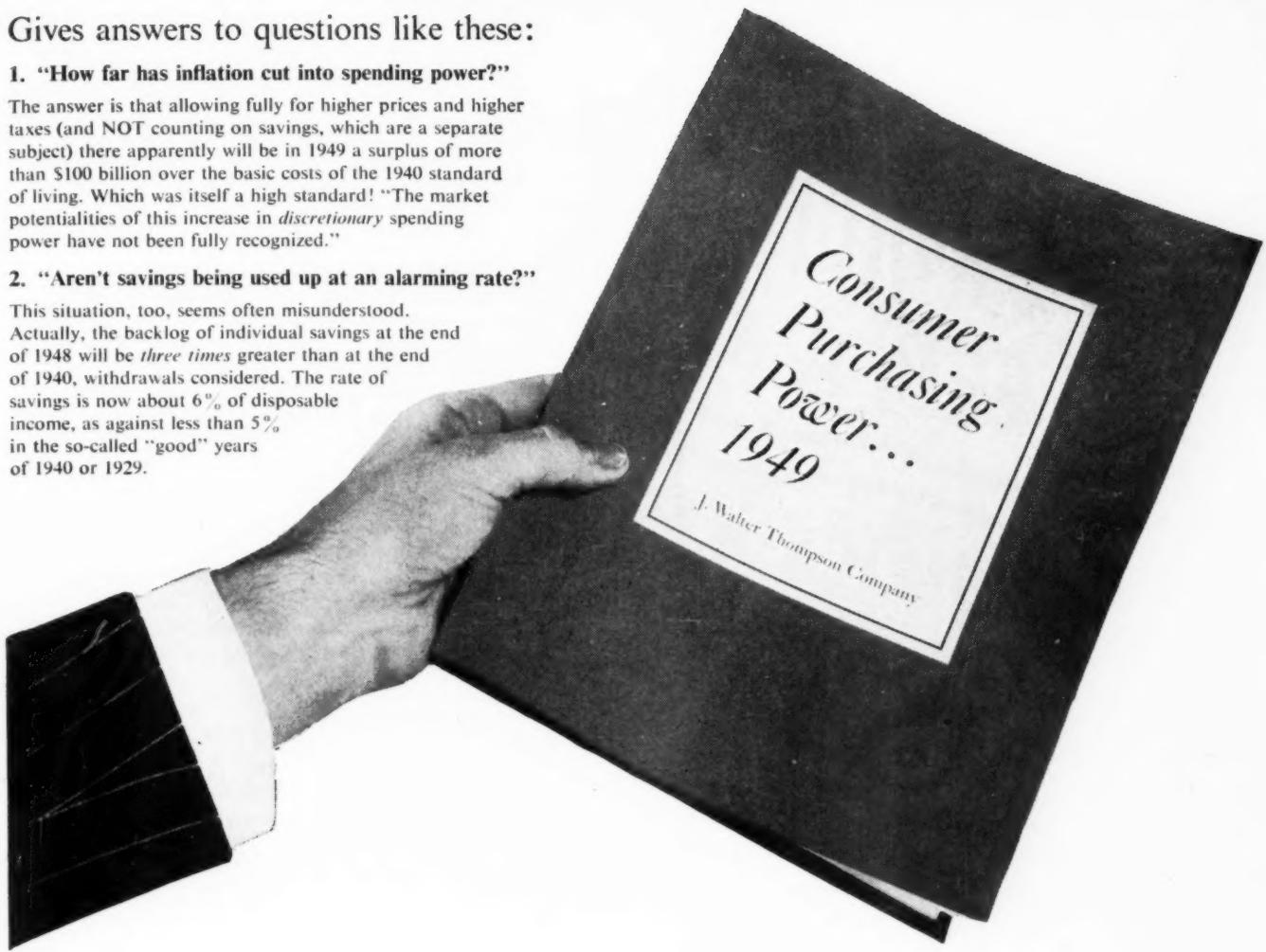
Gives answers to questions like these:

1. "How far has inflation cut into spending power?"

The answer is that allowing fully for higher prices and higher taxes (and NOT counting on savings, which are a separate subject) there apparently will be in 1949 a surplus of more than \$100 billion over the basic costs of the 1940 standard of living. Which was itself a high standard! "The market potentialities of this increase in *discretionary* spending power have not been fully recognized."

2. "Aren't savings being used up at an alarming rate?"

This situation, too, seems often misunderstood. Actually, the backlog of individual savings at the end of 1948 will be *three times* greater than at the end of 1940, withdrawals considered. The rate of savings is now about 6% of disposable income, as against less than 5% in the so-called "good" years of 1940 or 1929.



A report of importance to every executive!

OUR BUSINESS is not the making of economic forecasts.

But it is our job to know *people*, how to reach them most effectively, and how they are apt to respond as buyers.

As to sales potentials, each business must make estimates based on *its own* special set of circumstances.

Some will be influenced by export uncertainties . . . some by bumper crops . . . some by material shortages . . . some by new wage demands . . . some by the continued low price of the dollar . . .

But there are some facts in the basic national picture which often seem to be neglected or misinterpreted . . . facts which

can scarcely be left out of any individual reckoning.

The report "Consumer Purchasing Power—1949" has been prepared as a convenience to our clients and friends in studying such background facts on a national basis.

It analyzes in detail the true effect of inflation on discretionary spending power . . . the status of national savings . . . the significance of the "grading up" of families into higher income groups. It answers questions such as:

"What is happening to the rate of **PRODUCTION**?"
"Are **INVENTORIES** getting dangerously high?"
"Is consumer **CREDIT** overexpanded?"

We shall be glad to send you a copy.

"The national facts on purchasing power would seem to indicate that there will be plenty of opportunity in 1949 to maintain a high level of production, employment and consumption."

AS MR. ARNO JOHNSON, Director of Research for the J. Walter Thompson Company, said recently at a Treasury Department meeting: "Income groups are shifting dramatically upward. There is extra money to spend. But buying habits do not automatically follow buying potentials!"

Actually, sales figures for 1949 will depend on *two* things: market potentials, and the success each individual business has in converting those potentials into reality.

"Consumer Purchasing Power—1949," as analyzed by Mr. Johnson, will be of interest both to budget-makers and sales managers. Write for your copy to J. Walter Thompson Company, 420 Lexington Avenue, New York 17, N. Y. Twenty-two other fully-staffed offices in strategic cities around the world.



**NEW
JERSEY'S
ONLY
LOCALLY
EDITED
SUNDAY
MAGAZINE!**



O'Mara & Ormsbee

Displays, advertising the "Day in Modern Industry," were placed in schools three weeks before the visit to the plant. These invited all senior students to take part. A poll was taken and 200 volunteers were selected from nearly 400 who wanted to make the trip. The selectees were told of the jobs available and each took his choice and was appointed to the position. Now the 200 who had to sit in half-filled school rooms all day while their schoolmates made like tycoons are yelling for their chance. Looks like they'll get it, too.

GOODBYE CHOCOLATE COW . . .

Drug store cowboys . . . pharmaceutical wolves . . . sundae shoppers. Our teen-age spy reports these descriptive handles for the lads and lassies who make a bee line for the corner malted shop after school—from whence they emerge hours later, broke, and with the edge off the dinner appetite. No doubt there was a soda water emporium which you called second-home back in high school days. You probably hung around the place like Spanish Moss; possibly you fell for that cute little blonde there, too (What ever *became* of her?) We have nothing against love; neither does Bersted's Hobby-Craft, Inc. But Bersted, at least, feels that the reason so many of the flower of our youth fall into the "shiftless" habit of loafing in the corner emporium instead of doing something constructive is that constructive things are too often dull things.

So Bersted intends to do youth and, incidentally, itself, a favor. Recently the company, which manufactures art model kits for making plaster cast toys of human and animal figures, set up the Bersted Hobby Clubs. The Clubs are divided into two age groups: 7 years to 10, and 11 to 16 years. All Teena or Joe need to do to become a member is purchase one or more Hobby Craft molds (25 cents and up). Members agree to enter one or more models in competition at club headquarters every month—genuine Bersted models finished with water colors and varnished to glaze for protection of finish. Constructive, certainly. But to get the interest of the boys and girls, Bersted knew a reward had to be offered. The prizes: complete Bersted Hobby Craft kits or other suitable, and enticing, prizes chosen by the headquarters store.

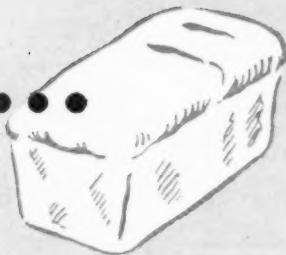
Each month there's a judging by a board comprised of the club manager from the local store handling the Bersted line (Each store forms its own club.), a representative of the local Chamber of Commerce, and a local school art teacher. Two prizes, one for each age group, are awarded each month to each club. Winners are judged on the most perfect castings, the finest original coloring, and the age of the contestant is considered, too.

Bersted has been delighted with the sales results of the plan. The company publicizes its clubs via school bulletin boards and through material sent to art teachers in the schools. It says that some of the teen-agers, and some of the small fry, too, got the brilliant idea of making models for sale. Helped out with Christmas shopping money. Other kids made figures as presents.

Sculpture, says a company spokesman, is the least known of the arts among Americans. But a goodly share of this new generation is going to take an interest in it. Making their own statues is the quickest way to an interest and education in one of the oldest of the arts.

WORCESTER...

the



Best-Fed City

Out of



Worcester's tremendous grocery store traffic places the major Central New England Market third among the nation's 69 cities in the 100,000-250,000 group — a fact which scores of food manufacturers and distributors recognize on their advertising schedules. Worcester's number three ranking accounted for food sales of \$73,132,000 in 1947. This represents an average of \$1,220 spent by each of 59,900 well-paid and well-fed families.

Sales and profit-conscious advertisers see that their products get into every possible Worcester shopping basket by using the one newspaper medium to reach the whole market—the Worcester Telegram-Gazette. Daily circulation in excess of 140,000. Sunday over 100,000.

Source: Sales Management November 10, 1948.

The **TELEGRAM-GAZETTE**
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS OF RADIO STATION WTAG



GREAT BRITAIN
6£, 18 shillings weekly—
\$1404 per year



FRANCE
16,000 francs—
\$1500 per year



SWEDEN
\$37.50 weekly—
\$1950 per year



EGYPT
20£ monthly—
\$960 per year



SPAIN
10,000 pesetas—
\$700 per year



INDIA
130 rupees monthly—
\$468 per year

What makes the engine run?

If you were working up a world trade in blue denims, red bandannas, life annuities and Hamilton watches . . . you'd think of the locomotive engineers as likely prospects. And order a report on Engineers, Locomotive Economic Status of . . . Hm'm!

Scratch Sindu Ghar, of India, whose \$468 a year keep his family snug in two rooms, but slightly underweight on two bread-and-vegetable meals per day.

Not much in Mo Mohammed, of Egypt, who makes do with only one wife and five children, praise Allah!, on \$960 per annum.

'Ere's Mr. 'Arry 'Erbert, of Lunnon, topline driver, who drors sixpun eyeteen shillin' a week, which'd be \$27 in the States. But pays a perishin' \$8 Normal Tax, a bloody orful Extra 50% on overtime, two days' wyges for a pair of boots, four shillin' sixpence for a pack of fags!

LOCOMOTIVE engineers are lean pickings until you come to the US entry . . . K. C. Jones, who directs a Diesel for the Central for more than \$7,000 a year, owns a seven room suburban house and a 1947 Packard!

As a financial wizard, you catch quick:

a) lumping locomotive engineers together may make statistics, but not much sense.

There's not a customer in a carload of choo-choo chauffeurs from most countries.

b) location has a lot to do with customer potential. Since the USA has the most miles of trackage, most stuff to move . . . Jonesy can jockey more ton-and-passenger miles at the lowest cost—and highest pay!

A BONA fide financial wizard doesn't beat bushes, finds the brass tracks fast; and thinks simple—but big! Not like advertisers who get sidetracked by statistics, confuse figures with farmers for instance . . . or figure a farmer is anybody who subscribes to a farm publication!

All God's chillun can't make a go of farming by will power, hard work, free seeds from Congressmen or correspondence courses. US farmers are as diverse as the locomotive engineers of the world, varied as shoe stand proprietors and corporation presidents! And farm magazine national circulation is no better than the farmers it includes!

Profitable farming is focused in the most favorable location...the Great Central Valley, the Heart States which happen to have the deepest soil deposits, adequate water, balanced seasons . . . and produce approximately three fourths of the national total of grains and

Data source: The New York Times, 12-26-46



livestock. Here are the country's best farms, with the highest investment, most machinery, largest crops and cash incomes . . . 56% of the top half farms (which get some 90% of all farm revenue).

Here in the Heart States is concentrated *SUCCESSFUL FARMING* circulation—more than a million of its 1,200,000 total. These Heart States farm subscribers average more than twice the automotive units, four times as many tractors and milk cows as farmers in other states . . . 57% of the top quarter, 27% of the second quarter of all US farms . . . and around \$10,000 average incomes—\$4,000 better than the national farm average!

ONE of the choicest class markets in the world today . . . spending billions for farm machinery and equipment . . . home building, furnishings, education and better recreation... *SUCCESSFUL FARMING* subscribers are not overlapped by general media—available only through this medium!

No national advertising effort is really national if it misses this top farm purchasing power!...Get the details from any SF office... Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles!



SUCCESSFUL FARMING

Now let's tackle PACKAGING!



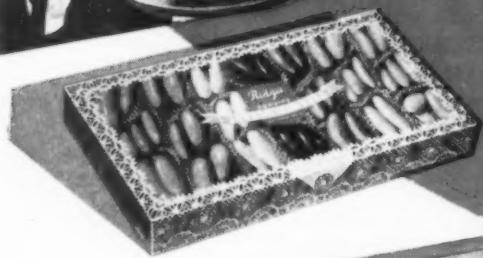
Specialty Packages

Printed rolls, glassine, coated and specialty papers in sheets, rolls, bags and combination. Wide choice of Milprint printing processes.



Lithography and Printing

Displays, booklets, broadsides—all types of printed promotional material as well as Milprint lithographed packages.



Transparent Packages

Printed Cellophane, Pliofilm, Acetate and other transparent plastic films. Available in sheets, rolls, bags or special constructions from Milprint.



You can't tell a package line to roll up its sleeves and go to work, now that orders are harder to get. They're either built that way or they aren't. And developing packages that know how to slug it out in tough competition has been Milprint's specialty for fifty years. Call your local Milprint man. He'll share your problem with our package technicians and design artists — a combination that has produced some of the nation's most successful packages. And to help introduce your new packages our merchandising experts can plan and produce your dealer and consumer promotional literature and point-of-sale displays. Call or write today. We'll say it with action and results!



GENERAL OFFICES, MILWAUKEE, WIS.
SALES OFFICES IN ALL PRINCIPAL CITIES.

NEWS REEL



CHARLES ROBBINS

Sales manager of Emerson Radio and Phonograph Corp., has been elected by the board of directors vice-president in charge of sales for the corporation.



HERBERT E. SMITH

President of United States Rubber Co. and who joined the company 35 years ago as a salesman, becomes board chairman and chief executive officer.



J. B. WIESEL

Director of sales since 1940, has been appointed assistant to the general manager of the Cellulose Products Department of the Hercules Powder Co.



N. GEORGE BELURY

Former sales manager and vice-president, is named president of the Engineered Castings Division, Rochester, N. Y., of the American Brake Shoe Co.



W. J. DORION

Newly elevated to executive vice-president of Bacardi Imports, Inc., he has been vice-president and sales executive for the firm for several years.



SUMNER J. ROBINSON

Former sales manager, Home Furnishings Division, Goodall Fabrics, Inc., joins Bigelow-Sanford Carpet Co., Inc., as general sales manager on January 1.



McMILLAN ROBINSON

Resigning vice-presidency of the Ocean City Manufacturing Co. to become sales manager for the Metal Products Division of the Koppers Co., Inc.



KENNETH H. DAHLBERG

Appointed vice-president in charge of the overseas and electro-acoustics divisions of Microtone Co., Minneapolis, Minn.; was sales manager for Telex, Inc.



Albuquerque	KOB	NBC
Beaumont	KFDM	ABC
Boise	KDSH	CBS
Boston-Springfield	WBZ-WBZA	NBC
Buffalo	WGR	CBS
Charleston, S. C.	WCSC	CBS
Columbia, S. C.	WIS	NBC
Corpus Christi	KRIS	NBC
Davenport	WOC	NBC
Des Moines	WHO	NBC
Denver	KVOD	ABC
Duluth	WDSM	ABC
Fargo	WDAY	NBC
Fort Wayne	WOWO	ABC
Ft. Worth-Dallas	WBAP	ABC-NBC
Honolulu-Hilo	KGMB-KHBC	CBS
Houston	KXYZ	ABC
Indianapolis	WISH	ABC
Kansas City	KMBC-KFRM	CBS
Louisville	WAVE	NBC
Milwaukee	WMAW	ABC
Minneapolis-St. Paul	WTCN	ABC
New York	WMCA	IND
Norfolk	WGH	ABC
Omaha	KFAB	CBS
Peoria-Tuscola	WMBD-WDZ	CBS
Philadelphia	KYW	NBC
Pittsburgh	KDKA	NBC
Portland, Ore.	KEX	ABC
Raleigh	WPTF	NBC
Roanoke	WDBJ	CBS
San Diego	KCBQ	CBS
St. Louis	KSD	NBC
Seattle	KIRO	CBS
Syracuse	WFBL	CBS
Terre Haute	WTHI	ABC

Television			
Baltimore	WAAM	Minneapolis-St. Paul	WTCN-TV
Ft. Worth-Dallas	WBAP-TV	New York	WPIX
Louisville	WAVE-TV	St. Louis	KSD-TV

"Eye Radio"

LOGICAL RADIO

Analyze your sales volume or your sales potential, county by county for any reasonably large part of the U. S., and you'll immediately see why "national spot" radio is *logical* radio.

And that's the kind of radio you want for the intensely competitive selling situation that's now upon us. For national spot is the kind of radio that goes *only*

where you have the distribution, the price equality or advantage, the dealer-cooperation, etc., required to make any advertising expenditure *profitable*.

If you or your agency will give us a few necessary facts and figures, we'd be happy to show you exactly why spot radio is *logical for you*. How about it? No obligation, of course.

FREE & PETERS, INC.

Pioneer Radio and Television Station Representatives
Since May, 1932

NEW YORK

CHICAGO

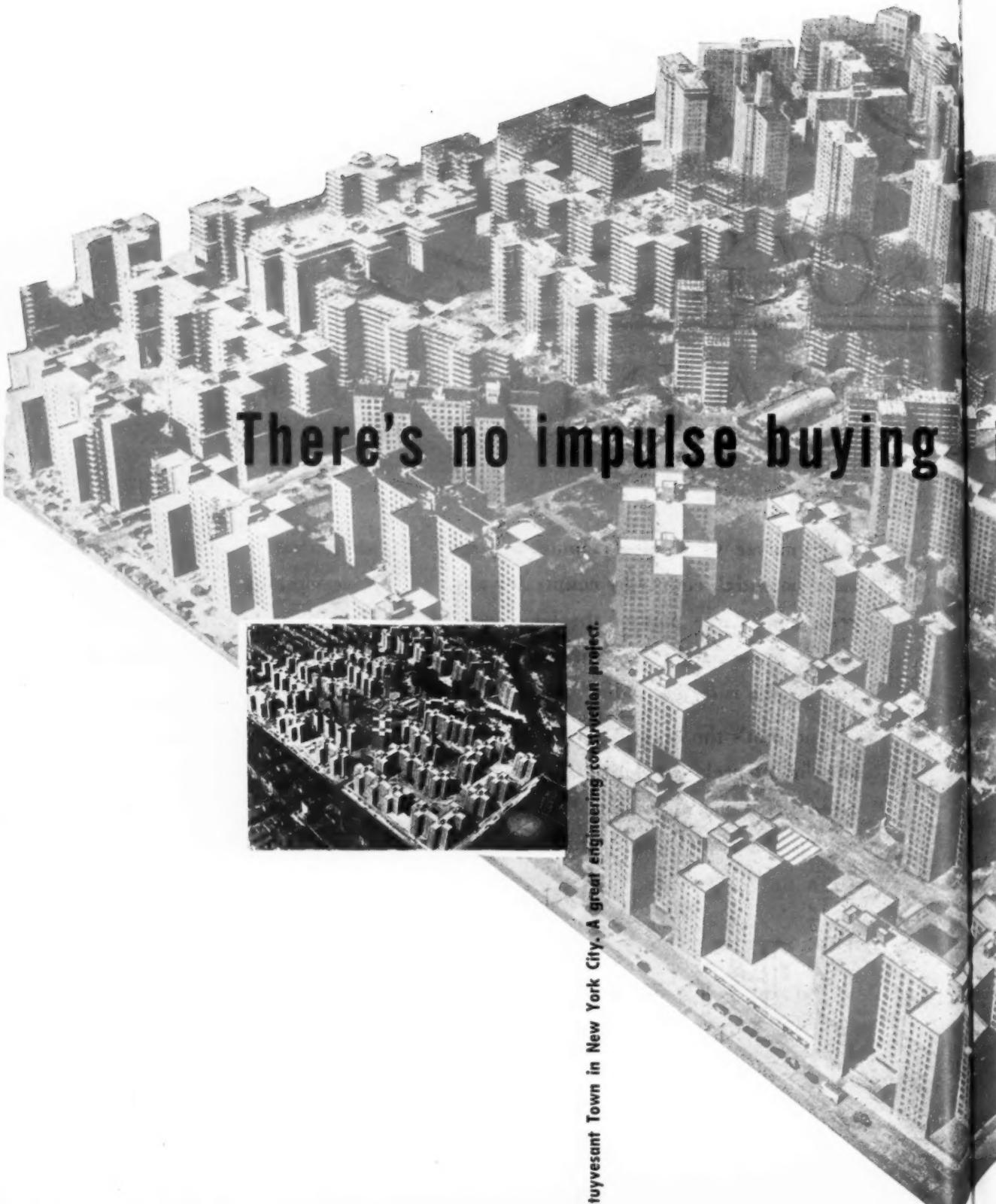
ATLANTA

DETROIT

FT. WORTH

HOLLYWOOD

SAN FRANCISCO

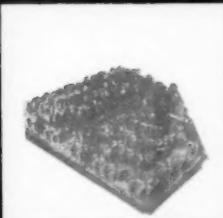


There's no impulse buying



Stuyvesant Town in New York City. A great engineering/construction project.

ENGINEERING
NEWS-RECORD



g in this market

EVERY STEP in the progress of every big construction project, from inception to completion, is planned with infinite care—engineered to the last detail—checked, re-checked, supervised and approved by construction experts. These experts (and we know them by a lot of titles) know what they are doing and how to do it.

Individually and in conference, these men—dozens of them on great projects like Stuyvesant Town—deliberate and decide the fate of your product . . . decide which materials, equipment, and supplies they will use. You can't get an order without their "O.K."

Also, the tacit approvals of many whom your salesmen never see, or see too seldom, are necessary for the sale of every piece of equipment, every material used.

Serving these experts and specialists *in all phases of engineering construction* is ENGINEERING NEWS-RECORD's job. It's the magazine that serves the full range of their working interests . . . that reaches the experts who specify and buy at every step of the project . . . from the laying of plans . . . through design . . . contract letting . . . ground breaking . . . construction . . . to final use.

That's why so many manufacturers of construction equipment and building materials use ENGINEERING NEWS-RECORD as the pillar of their advertising campaigns to this prolific but complex market. (3273 advertising pages during first nine months of 1948 . . . 2653 display pages . . . 620 classified pages.)

ENGINEERING NEWS-RECORD helps them get *all* the approvals they need—*all at once*.

Yours for the asking: A data file folder giving much helpful information about the complicated buying structure of the heavy engineering construction market.

ENGINEERING NEWS-RECORD

(Averaged 41,743 net paid subscribers first 6 months, 1948)

A McGRAW-HILL PUBLICATION • 330 WEST 42nd STREET, NEW YORK 18, N. Y.



The foundation book of the construction industry

Building SUPPLY NEWS 1st

Modern editorial policy developed top merchants

Building SUPPLY NEWS 1st

Read by More Dealer Establishments

Building SUPPLY NEWS 1st

Delivers Most Buying Power

Building SUPPLY NEWS 1st

Finest, most experienced editorial staff

Building SUPPLY NEWS 1st

Same Subscription Price to all — No Cut Rates

Building SUPPLY NEWS 1st

Merits Largest Volume of Advertising to Dealers

Building SUPPLY NEWS 1st

1st For 32 Years - the Lumber Dealers' Bible

5 South Wabash Ave., Chicago



BY T. HARRY THOMPSON

It is likely that some 22 millions of the electorate have their fingers crossed on what kind of New Year it will be, without their man calling the signals. As members of the Loyal Opposition, though, I suspect they will contribute their best to the final score.

I like that definition of a filing-system: "A place where you can lose things systematically."

Tessie O'Paque says elves must have excellent memories, for she heard someone say that the elfin never forget.

Six miles out of Palmyra, N. J., on the highway to Atlantic City, there's a bar with a cute name: "Elbow Room."

Speaking of bars, if the Benedictine monks make D.O.M. liqueur, should the Trappist monks make trap-cheese?

NIR—"What did the Florida dish say when the millionaire proposed?"

WIR—"Pardon my sudden ascent."

Since most of us who write are supposed to be exhibitionists, I had to use self-restraint to keep from giving one of my favorite people, Paul Whiteman, a tumble when he took a table right next to mine in a local restaurant.

This is not a book-review, nor does the comment necessarily reflect the views of your reporter; but, judging by the title of John T. Flynn's latest non-fiction work, the author evidently feels that FDR's followers were myth-led.

Congratulations to Reader Martin Olsen on beginning his 30th year with Warner Hardware, of Minneapolis,

where he has long been advertising manager, with time out for the war in the Pacific.

"The brass monkey melted," said Philadelphia's Mosler Safe Co. in a headline. Brass monkeys, it seems, are subjected to extremes of temperature.

HEADLINE PARADE

Why Russians Leave Home.—*News-item in "Newsweek."*

Igor Beavers? — *Follow-up in same issue.*

Star Fire. — *Name of perfume used as headline by Old South Perfumers.*

Bye, bye, blackboard! — *Sarah Gordon in "Better Homes."*

Look what's happened to Monday! — *Mead Papers.*

Ah, sweet mystery of strife. — *Herbert Corey in "Nation's Business."*

Commenting on a Homer Smith contribution, Henry Obermeyer offers a line in similar vein: "You've got to keep your eyes open to sell Venetian blinds."

The same correspondent reports his 13-year-old as saying they have reversed the teaching I remembered. Nowadays, it's "Asia in Russia" and "Europe in Russia."

Politician's version: "Cliché Can You See?"

George Marshall, general s.m. of the Asbestos Products Division of Raybestos-Manhattan, liked the ingenuity of the line: "Fly to Montreal in less time than it takes to stroll around Central Park," in a little ad by Colonial Airlines.

Percy Whiting, author of a new book on salesmanship, sends a McGraw-Hill spread with the headline: "You wouldn't advertise diapers to design-engineers!" Percy comments: "Why the hell wouldn't you? They use 'em, don't they?" Sure, on their *small* design-engineers who aren't yet house-broken.

Tessie, the dope, figures a "catalyst" should feel at home on the range.

Through the courtesy of a former fellow-Ayerdale, Don Watts, head of Tulsa's Watts, Payne Advertising, Inc., I'm enjoying a gourmet's paradise in the form of "Miss King's Texas Pecan Cake," from her Pecan Home-Food Shop, Sherman, Texas, one of Don's clients. Rich with pecan-

NEW FIGURES . . . but an old story!

The Detroit News'
weekday circulation

432,112

—again the highest weekday
circulation ever attained
by any Michigan newspaper

*—And First In Total Advertising Lineage
In Michigan—4th In The United States!*

432,112—total weekday circulation

543,643—total Sunday circulation

A.B.C. figures for 6-months
period ending September 30, 1948



NATIONAL REPRESENTATIVES: DAN A. CARROLL, 110 E. 42ND ST., NEW YORK 17—THE JOHN E. LUTZ CO., TRIBUNE TOWER, CHICAGO 11

Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV



Quad-Cities "POP"-ulation Cuts a Fancy Sales Figure!

Over 200,000 product-hungry population spend more than half a million dollars *daily* in the Quad-Cities. That's volume spending that can count for volume sales of your product.

Nearly 60% of Quad-Cities' population live on the Illinois side, where the Argus-Dispatch newspapers are read 8 to 1 over any other daily paper. Over 55% of Quad-Cities' food sales and more than half of the total retail sales originate in the Argus-Dispatch newspaper area.

The Argus-Dispatch newspapers can help "cut the ice" for your product in the Rock Island-Moline zone of the Quad-Cities.



National Rep., The Allen Klapp Co.
New York Chicago Detroit

**MOLINE DISPATCH and
ROCK ISLAND ARGUS**

halves, citron, and such, it's a dainty dish to set before a King (or her customers). Sells at \$1.60 postpaid, in an air-tight can. Thanks, Don, for cutting me in on a cut of cake that should be deep in the hearts of Texans . . . and others.

"For Sale: Baby-stroller in A-1 condition. Bargain. Call at Apartment No. 2, 4062 Ridge Avenue." Optimist!

In time for the Christmas trade, Borden was out with "Borden's Chocolate Fun," a novelty-package containing four 13-oz. tumblers of Borden's Chocolate-Flavored Syrup. The package itself offered colored action-cut-outs of Elsie, Elmer, Beulah, and Beau-regard, and the tumblers were also decorated with pictures of Elsie and her herd. Ought to be a salable item *any* time.

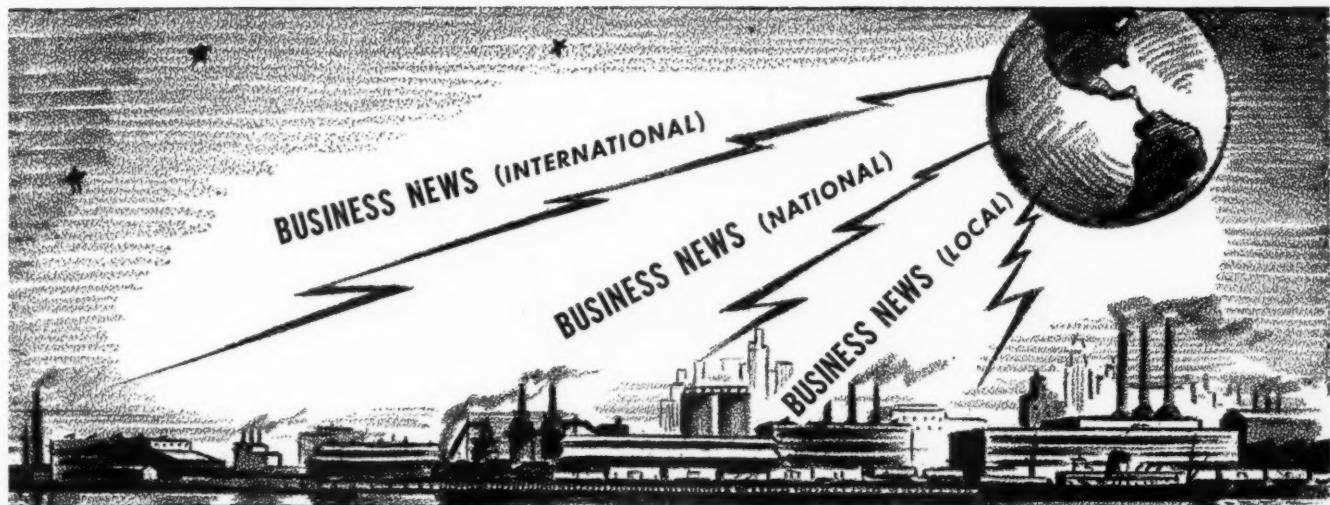
Also, I understand, Dexdale-of-Lansdale, providers of the Nude Look in Leg-Wear, are readying a daytime sheer (tentatively called "Wear-sheer") in addition to the 15-denier line. Made the Dexdale way, too, they tell me, which should make feminine hearts flutter as easily as the wispy, whisper-weight stockings themselves.

"An old-timer is one who remembers when there was some criticism of the Government for its extravagance in giving free seeds to farmers." —*East Falls Bulletin*.

Jack Lutz says a radio aria goes: "Love, honor, and obey and always be true to Camay." To which a confirmed bachelor, he thinks, might add: "No soap!"

Don Southgate tells me about Vitameter, a gadget that squirts an alcohol-water mix into the manifold of your car's engine to furnish an anti-knock quality equivalent to raising the octane-rating. *Business Week*, Don reports, quotes the president of Thompson-Toledo Vitameter Corporation as saying: "Get the lead out of your gas and use Vitameter."

Homer Smith, mentioned a few paragraphs ago, mails me a folder with the headline: "Selling Your Salesgirls." He quips: "Wait till the vice-squad hears of this!" In answer to his request to send a title for a local sales-column, I offered: "Wind for Your Sales."



NEWS THAT SPARKS ACTION

Executives plan business moves in the light of vital spot facts they get in the Journals of Commerce

EACH day's events can affect the profits of business and industry.

A policy announcement by the President. A drought in a distant land. An impending strike in X-industry.

To many a business, issues like this carry vital implications. New scarcities? An increase in demand? A hike in prices? New control factors? A marketing bottleneck? An inventory squeeze? A narrowed profit margin?

Each day the Journals of Commerce (New York and Chicago) spotlight all the significant news for business and industry. These *complete daily business newspapers* are edited solely for business, industrial and financial interests. Spot dispatches from a world-wide staff and exclusive business-angled news features, funneled down to the specific interests of management executives.

To the 200,000 Journal of Commerce readers this is the day's most vital news. Each morning they scan their Journal of Commerce, interpret the facts and make decisions to meet the indicated conditions.

No other source of business news is as complete and authentic as the Journals of Commerce, the daily newspapers that spark action.



Do you advertise a business product or service? A commercial or industrial commodity? A consumer product with a top-income market? Have you securities to sell in a market that has capital to invest? Do you have an institutional message for top management?

Write or telephone for the Story of the Greater Journal of Commerce Market and rate cards. One order buys either or both, for sectional or nation-wide coverage. *Get to the men who DECIDE . . . in the dailies that HELP them decide.*

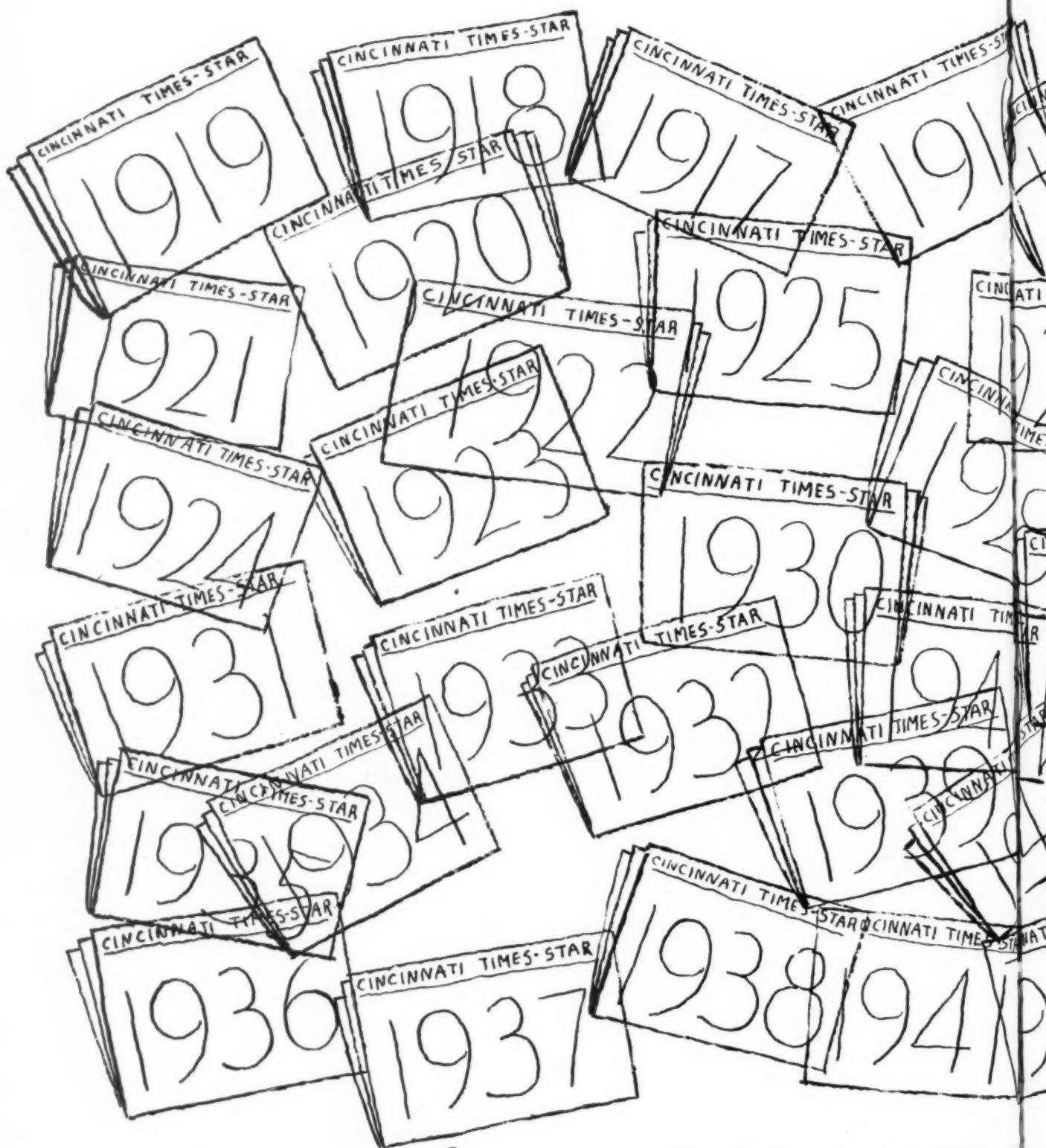
TOP MANAGEMENT'S GOOD RIGHT HAND

The Journal of Commerce, 53 Park Row, New York 15, N. Y.

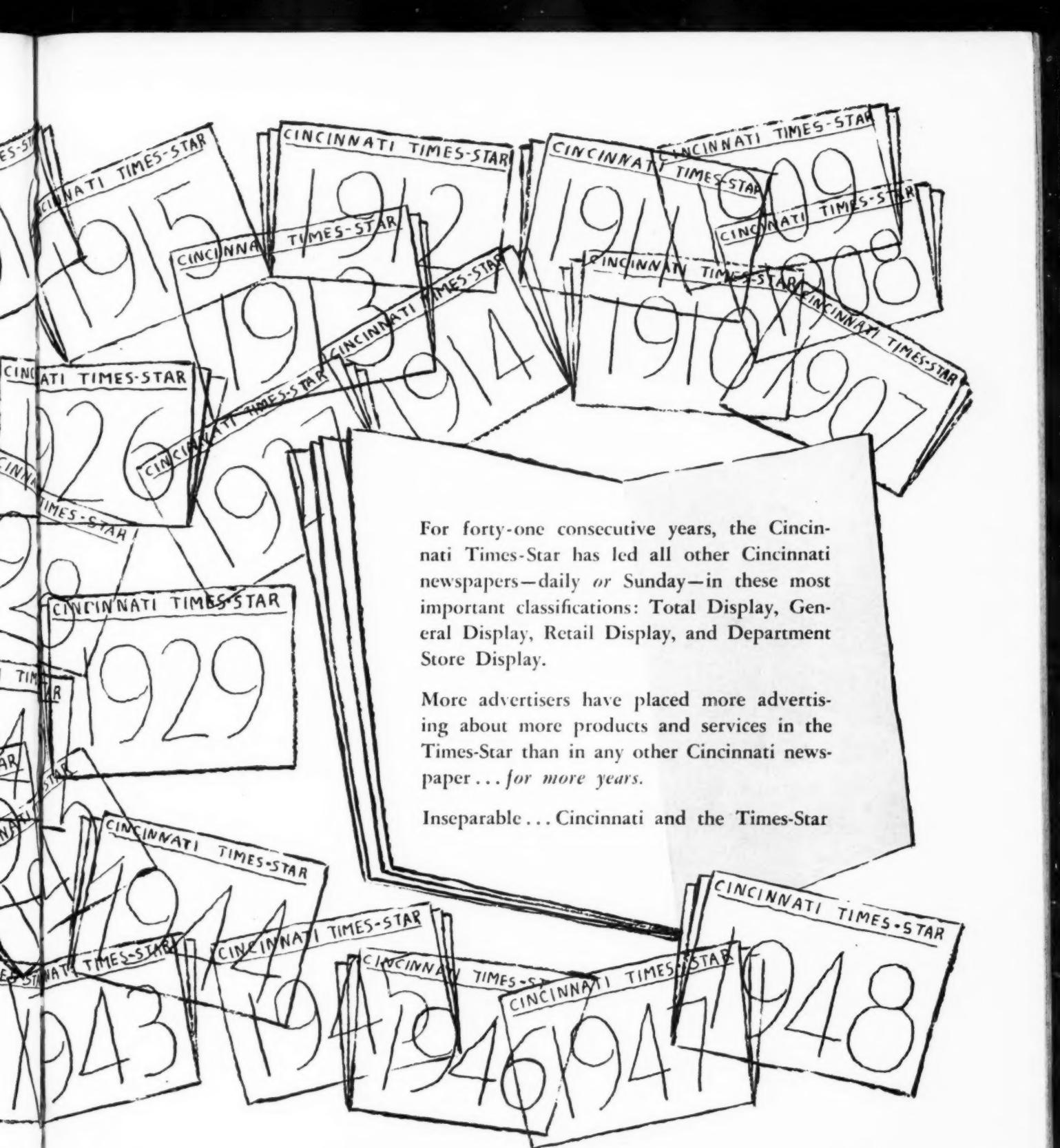
★

Chicago Journal of Commerce, 12 E. Grand Avenue, Chicago 90, Ill.

JANUARY 1, 1949



41 Years of

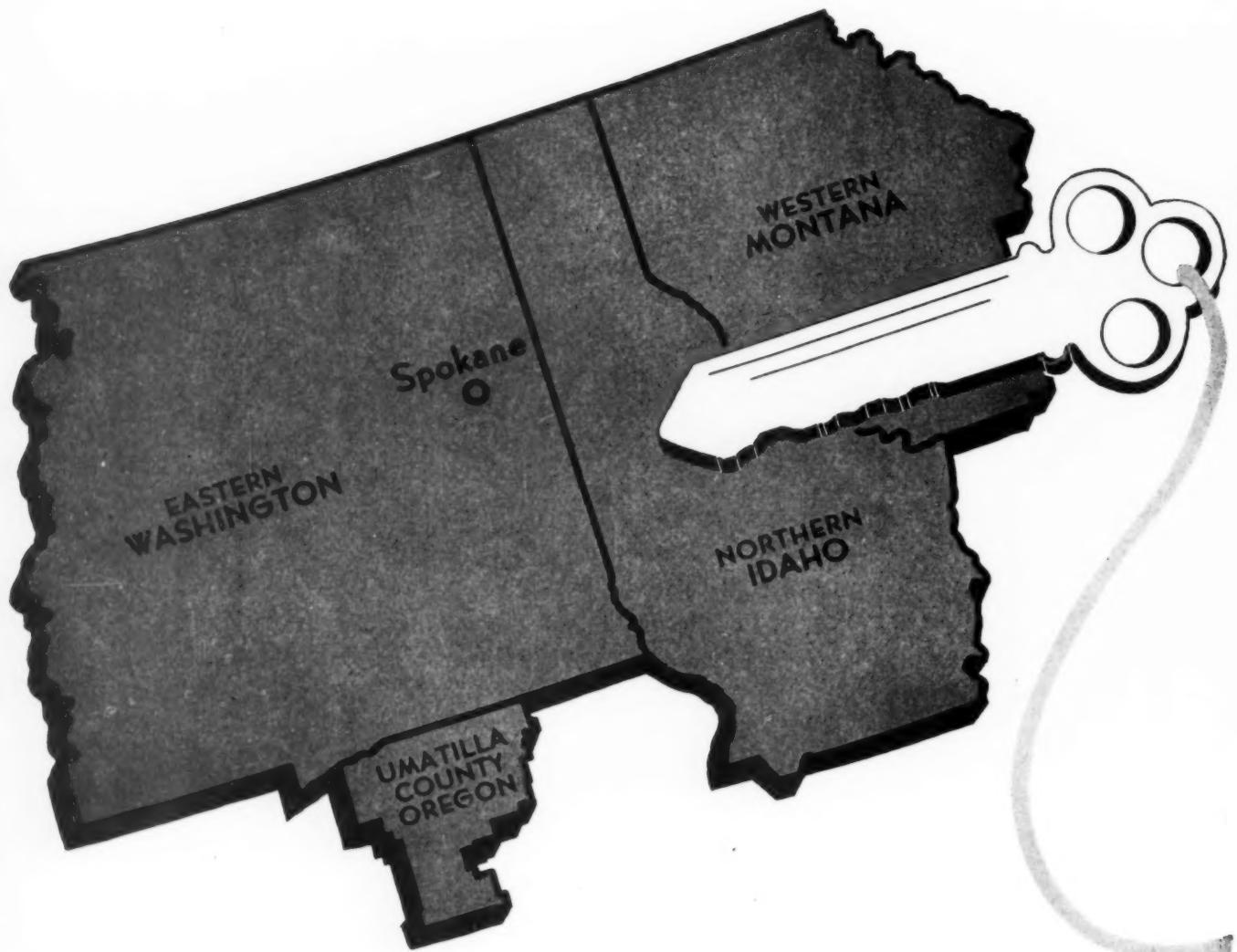


For forty-one consecutive years, the Cincinnati Times-Star has led all other Cincinnati newspapers—daily or Sunday—in these most important classifications: Total Display, General Display, Retail Display, and Department Store Display.

More advertisers have placed more advertising about more products and services in the Times-Star than in any other Cincinnati newspaper... *for more years.*

Inseparable... Cincinnati and the Times-Star

of Leadership



TOPS AS A TEST MARKET

Geographically isolated by four great mountain ranges, the Spokane Market is the perfect proving ground for advertising and sales campaigns. Its population of more than 800,000 includes all four typical groups—metropolitan, urban, rural non-farm, and farm. Business and industry are diversified—the trade area embraces communities with important factories, college towns, packing and shipping centers, mining, lumbering, livestock, and farming towns.

The two Spokane Dailies offer not only dominant coverage of this rich and important market, but also real merchandising cooperation from an experienced staff. Contact our national representatives for detailed information and help on your own particular problem.

your key

To More Advertising and Sales Profits IN THE RICH SPOKANE MARKET

THE SPOKESMAN-REVIEW

Spokane Daily Chronicle

HERE is your key to more advertising and sales profits in one of the West's top markets.

The Spokane Market — as large as New England — is composed of parts of four states and bordered on all four sides by great mountain ranges. Because Spokane, the hub of this rich market, is over 300 miles distant from any city of comparable size, residents of the Spokane Market look to the two Spokane Dailies

for news of the nation, world and community. These prosperous Pacific Northwest folks, and there are more than 800,000 in the fast-growing Spokane Market, enjoy a high standard of living that puts them actively in the market for a wealth of manufactured products. Do they buy? Yes indeed! For example, their combined purchases in 1947 placed Spokane Market Retail Sales at a high exceeding that of all states but fifteen. This is only natural when Gross Market Income in the same year pushed well over the billion dollar mark.

When selling in the Pacific Northwest, be sure to tell your story to the buy-minded residents of the Spokane Market. Your key to a full sales quota is a consistent schedule in The Spokesman-Review and Spokane Daily Chronicle.

Combined Daily
CIRCULATION
Now Over
150,000
81.84% UN-duplicated

Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco. Color Representatives, SUNDAY SPOKESMAN-
REVIEW Comic Sections: Metropolitan Group.

MEN WHO MEAN BUSINESS...



NEIL PETREE,
President of **BARKER BROTHERS,**
Los Angeles, says:

"Each time I make a trip to New York or Chicago, I try to get ideas that can be useful in our store from the merchandising and displays of stores in those cities. Reading your magazines is another way of comparing notes in a constructive manner."

Men who mean business always make their "MUST" reading publications that mean business. They read publications that keep them in intimate touch with the ideas of other business leaders. Publications that forecast the important trends in their specific industries. Publications like

The HAIRE Specialized Merchandising Magazines . . .

HOUSE FURNISHING REVIEW • COSMETICS & TOILETRIES
HOME FURNISHINGS MERCHANDISING • HANDBAG BUYER
LUGGAGE & LEATHER GOODS • NOTION & NOVELTY REVIEW
CROCKERY & GLASS JOURNAL • AIRPORTS & AIR CARRIERS
CORSET & UNDERWEAR REVIEW • LINENS & DOMESTICS
INFANTS' & CHILDREN'S REVIEW • FASHION ACCESSORIES

Serving the interests of one specific industry only, each self-active Haire Publication is therefore more effective in reaching top men—and women—in its field.

Using the influence of the particular Haire Publication which reaches your own market, you intensify the value of your own advertising—help make those buyers, merchandising people and other retail executives who mean business . . .

MEAN BUSINESS FOR YOU!

HAIRE PUBLISHING COMPANY
1170 BROADWAY, NEW YORK 1, N. Y.

WASHINGTON BULLETIN BOARD

Advertising Wins Out In Contract Cost Principles

After eight months of controversy, the National Military Establishment finally has issued its "Statement of Cost Principles" which will become effective February 1. This document itemizes the types of costs allowed under the Armed Services procurement program.

The outstanding feature in the final draft is the recognition of institutional advertising in trade and technical journals as an "essential" and allowable expense. This applies in the case of research and development, supply and material contracts, but not in the case of construction cost type contracts.

Inclusion of advertising costs represents a major victory for advertising and publishing interests. Throughout most of the long controversy the Armed Services Audit Coordination Committee held out against allowing advertising costs of an institutional nature. Principal efforts of its proponents were centered on retaining the policy well-defined during the war in the Navy's so-called "Green Book." Issuance of the regulations has been postponed ever since last July while this was threshed out.

In addition, four major items not previously allowable in computing contract costs are now permissible. There are: state income taxes; use and occupancy insurance; ordinary local charity and community benefit donations; and charges for depreciation on fully depreciated assets.

Exact language of the paragraph on advertising, under the heading of allowable costs, is:

"Advertising in connection with the disposition of facilities and of scrap and other waste materials and advertising in trade and technical journals."

Selling and distribution expenses also are recognized as allowable. These come under the heading of indirect costs, and here the regulation states:

"For accounting purposes indirect costs usually fall into the following three categories: (a) manufacturing and production expenses, which are the indirect costs incurred in the operation of production departments; (b) selling and distribution expenses,

which are costs incurred in connection with the marketing of the contractor's products; (c) general and administrative expenses, which are costs incurred in the general management, supervision and conduct of the business as a whole."

Among other significant cost allowances are: traveling expenses; recruiting (including "help wanted" advertising) and training of personnel; and memberships in trade, business and professional organizations.

Among costs specifically unallowable are: entertainment; commissions and bonuses (under whatever name) in connection with obtaining or negotiating for a Government contract; and selling and distribution activities not related to the contract products.

Full text of the "Cost Principles" will be available shortly from the Government Printing Office, but price of the printed copies has not yet been established.

Census Issues Data On Count of U. S. Households

Bureau of the Census has put out a new population study which will provide basic statistics for many sales planners. It shows the number of households in the U. S. approximated 40.7 million in April, 1948, compared to 35.1 million in 1940—an increase of more than five million in eight years.

The study confirms that the big U. S. market is a family market. Over nine-tenths of the estimated 145.1 million people in the civilian population of the country in April were members of families. About 8.2 million, or 6 per cent, were living as individuals not in families. Extensive tables and discussion are provided showing the make-up of U. S. families and other characteristics of the household.

Basing Point Dispute Getting Down to Cases

No forecast is yet possible as to the final outcome of the basing point controversy, but lines in the battle are being drawn a little more clearly.

Sen. Ed C. Johnson (D., Colo.), who is ready to take over the Capehart subcommittee, told SALES MANAGEMENT he feels it is up to Con-



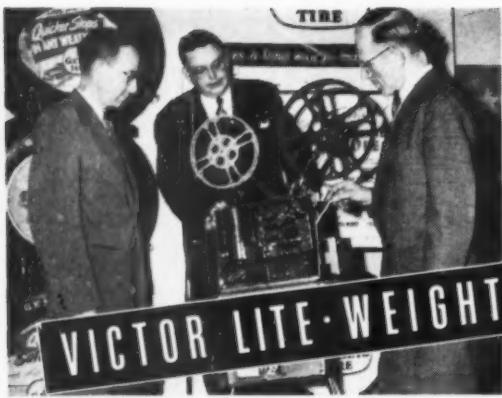
Modern Transportation

Thirty years of diversified experience has brought striking improvements in the techniques of transporting ideas—particularly in terms of pictures.

The transportation of ideas calls for power and speed and safe carriage from place to place and mind to mind.

The
JAM HANDY
Organization
for transportation of ideas

VISUALIZATIONS • TRAINING ASSISTANCE • SLIDE FILMS • INDUSTRIAL MOTION PICTURES
NEW YORK 19 WASHINGTON, D.C. 6 PITTSBURGH 22 DETROIT 11 DAYTON 2 CHICAGO 1 LOS ANGELES 28



**LEADING INDUSTRIES
THROUGHOUT THE
NATION PREFER**

VICTOR LITE-WEIGHT

**16mm SOUND MOTION
PICTURE PROJECTOR**



**General Tire & Rubber Company uses
200 Victor Lite-Weights for personnel training and promotion**

THE INTERNATIONALLY KNOWN General Tire and Rubber Company, with headquarters at Akron, Ohio, has joined the expanding list of prominent American industries depending largely upon 16mm sound films for promotional activities and personnel training.

To fill its requirements, General Tire and Rubber Company has wisely selected the incomparable Victor Lite-Weight—today's most versatile 16mm Sound Motion Picture Projector. Two hundred Victor Lite-Weights are now in use.

Portable, easily operated and handsomely designed to meet the demands of modern business, the Victor Lite-Weight guarantees flawless performance in showing 16mm training and selling films wherever and whenever required.

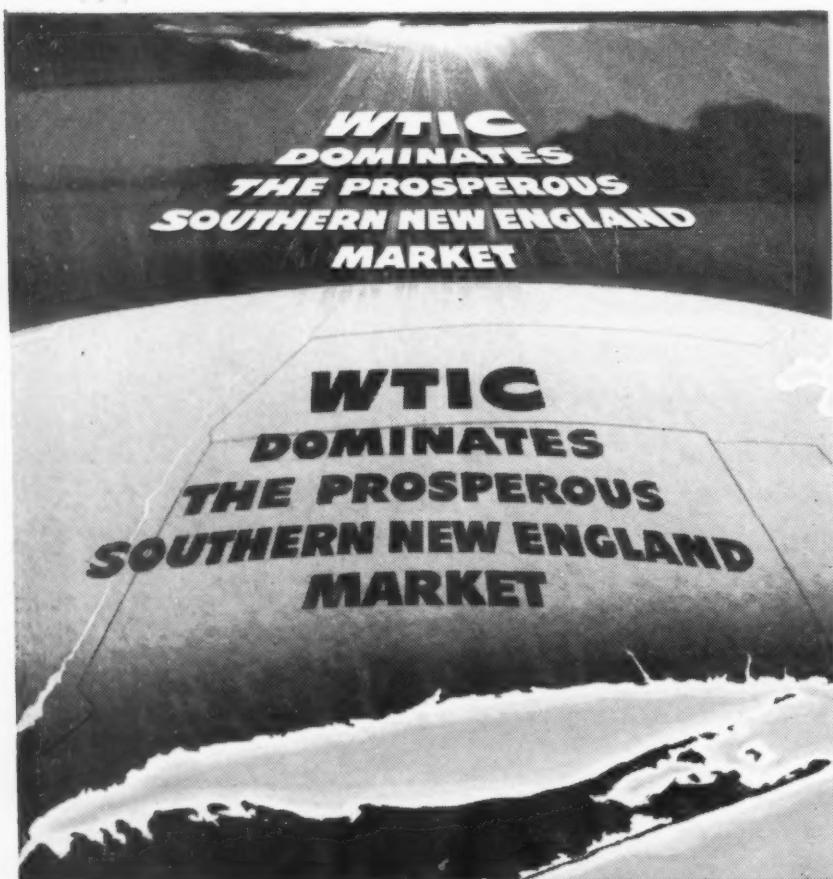
THE VICTOR LITE-WEIGHT ACCELERATES MODERN SELLING AND TRAINING



Victor Animatograph Corporation

A DIVISION OF CURTISS-WRIGHT CORPORATION

Dept. N-17 Home Office and Factory: Davenport, Iowa
New York • Chicago • Distributors Throughout the World



Paul W. Morency, Vice-Pres.—Gen. Mgr. • Walter Johnson, Asst. Gen. Mgr.—Sales Mgr.

WTIC'S 50,000 WATTS REPRESENTED NATIONALLY BY WEED & CO.

gress to put an end to the confusion and let businessmen know just how far they can go in absorbing freight charges. He admitted it is far from clear yet as to how the matter should be handled in legislation and cited the situation in his own state where a large steel mill and the extensive beet sugar industry are affected in different ways by the basing point decision. He thinks no simple formula can solve the problem and that any legislation will have to be detailed.

Federal Trade Commission insists that no law at all should be passed. FTC has commissioned its legal counsel, Robert B. Dawkins, to negotiate with the advisory council and Congressional committees to "explore the question of whether it is possible, without amendment of the laws against conspiracy and price discrimination, to remove such confusion as may exist among businessmen as to the legality of geographic pricing practices."

Meantime, in the House, Rep. Wright Patman (D., Tex.), incoming chairman of the Small Business Committee, has declared: "I am opposed to the basing point system as used in the cement and steel industry and will not sponsor legislation to legalize it."

**Government Officials
Sometimes Are Ham-Strung**

Business men who must deal with Government departments often do not realize that bureau officials sometimes cannot speak as freely as they would like to.

A good example is shown in a statement by FTC Chairman Robert E. Freer who resigned as of Dec. 31. He told the Sales Executives Club of New York: "Having announced my resignation, I feel free of that fear of speaking too plainly which haunts most Government officials, who know from experience that whatever they say on any controversial subject will be thrown back at them, often out of context, before a Congressional committee or in the brief or oral argument of some party to a controversy."

Freer, an earnest fighter against business "conspiracy," said in his FTC swan song that his greatest concern is: "If there continues much longer the present trend of concentration of power in fewer and fewer hands and the present trend of sniping at the anti-trust laws and seeking by every means to avoid competition, the power of choice between all-out Government regulation and a free competitive system will have been removed."



Announcement!

To Meet this Atomic Age GRIT Presents its 1949 Improvements

Through six decades—since 1882
—GRIT has measured accurately the
interests of its readers.

To continue its progress in
True Small Towns, GRIT announces
improvements—featuring an entire new
section devoted to an appreciation
and promotion of the American way
of living. Other new features include an
enlarged Comic Section, new modern
treatment...and a new, increased price
to the reader.

★

Today, GRIT stands alone as the
one publication concentrating its circulation in
True Small Towns of less than 1,000 population.

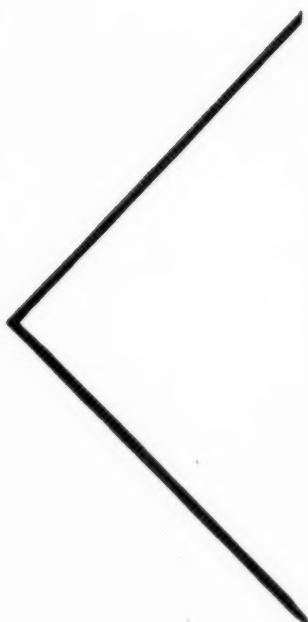
The Transition of GRIT
continues—always
young, vigorous,
modern to the times!



SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY
WITH MORE THAN 650,000 CIRCULATION

NOW...HERE'S
A GREAT NEW

Sports



MAGAZINE

TO GIVE YOU THE CREAM
OF THE \$5,000,000,000

Sports MARKET

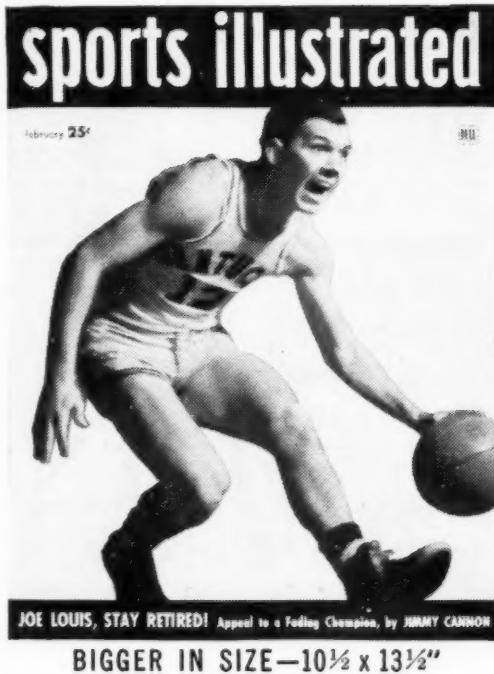
THE NEED:

The great common interest of men is *sports*. Whether as spectators or participants, whether it's bowling or boxing, football or fishing, sports followers now spend a total of \$5,000,000,000 a year!

No quality, *class* magazine has ever covered the whole world of sports. No magazine has ever delivered the *cream* of this market...spectator and participant.

SPORTS ILLUSTRATED is designed to fill this need perfectly. It is bigger in scope, bigger in audience appeal—and bigger in format, Life and Fortune size.

THE MAGAZINE:



SPORTS ILLUSTRATED is a big, exciting new kind of sports magazine. It will have 50% pictures, 50% text...the best pictures and the best stories and articles by the best sports writers and authorities. **SPORTS ILLUSTRATED** will interest the *adult* sports follower. It will have opinions, it will be provocative, hard-hitting, informative. It will tackle the trout fisherman's problems, the racing fan's beefs, take readers to the homes of champions, reveal inside stories, capture all the drama and excitement of *every* sport.

SPORTS ILLUSTRATED will be edited by STANLEY WOODWARD, former sports editor of the New York Herald-Tribune, and one of the top authorities in the nation. Sports Illustrated is published by Dell, world's largest publisher of newsstand periodicals, over 26,000,000 a month.

THE VALUE TO ADVERTISERS:

Right from the first issue (February, 1949), **SPORTS ILLUSTRATED** will deliver the *cream* of the \$5,000,000,000 sports market.

Guaranteed circulation for the first issue is 400,000, and this will grow and grow under the impetus of a big circulation promotion campaign throughout the country.

Page rate (B & W) is \$1,120. Closing date for the second issue is January 8, 1949. And advertisers in the second issue, as in the first, will have rate protection for a full year!

Get in touch *today* with:

sports illustrated

DELL PUBLISHING COMPANY • 261 FIFTH AVENUE • NEW YORK 16, N.Y.

why is WOR . . .



...like an ANT?

Because WOR's base rate is so small. During a time when most media costs are soaring, WOR has not made any major increase. In fact, WOR's day rate, for instance, hasn't stirred since 1937.



coming!

TWO GREAT TELEVISION STATIONS

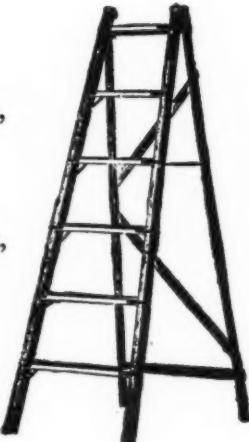
WOR-TV, NEW YORK . . . CHANNEL 9 . . . WOIC, WASHINGTON, D.C.

...like a FAN?

Because WOR breezes your message to the majority of almost 36,000,000 people in 430 counties in 18 states at the second lowest cost-per-thousand-homes-reached in the United States.

...like a LADDER?

Because WOR climbs sales to record heights in breathtaking time. For instance, a candy manufacturer bought time on WOR one day recently—and for only one day a week—within a matter of weeks, his retail outlets jumped from 6 to 10. Through only one announcement on WOR he sold 5,000 pieces of a new product within two days!



WOR

*—heard by the most people
where the most people are*

mutual

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending January 1, 1949

WHAT QUOTAS FOR 1949?

There seems to be more general agreement among the predictors than in most years. Practically all of them look for a 1949 which will have a level of business volume "about" the same as 1948. They are pretty sure about the first few months, but many look for a slight downward trend in the last half, unless armament expenditures are upped.

We recommend for your reading our own quarterly predictions, "Future Sales Ratings," page 82. This analysis, which summarizes the best judgment of more than 100 men, is prepared for us each quarter by Peter B. B. Andrews whose feature article in the December 1 issue, "What About Business In '49?" met with critical acclaim from our readers because it struck a fair balance sheet between credits and debits.

The personal income of Americans reached an annual rate of \$215.6 billions in the month of October, an increase of 7.5% over the same month a year ago, but the three months ending in October showed a leveling off from the substantial increases recorded earlier in the year as a result of wage-rate advances and expansion of employment. . . . Employment remains around the 60 million level, but there were many layoffs in December.

Much of the slide in new-orders-booked late in the year was laid to a year-end trimming of inventories. Salesmen will be able to tell within the first couple of

months whether this was the *real* reason for the slump or whether it was something more serious.

We suggest that quotas be set quarter by quarter for 1949, that no full year quotas be set until we know whether or not the post-election jitters are going to persist.

COMPETITION AGAIN

We are all inclined to brag about the virtues of our free-enterprise competitive system, but we haven't had a competitive system for quite a number of years. Now, after a decade of war boom and post-war inflation, many people seem fearful because we are returning to a condition where we have to do the kind of selling we always have said we *wanted* to do.

And the competition of course is not going to be confined to the bid for sales within any specific industry. The head of Raymond Rosen and company, the large and aggressive Philadelphia appliance distributor, said the other day, "Recently, a customer started out to buy a high priced washer in the \$300 range. Instead he settled on a \$150 non-automatic washer and used the remainder as down payment on a television set. About 30% of the money which normally would go into home appliances is being channeled into television purchases."

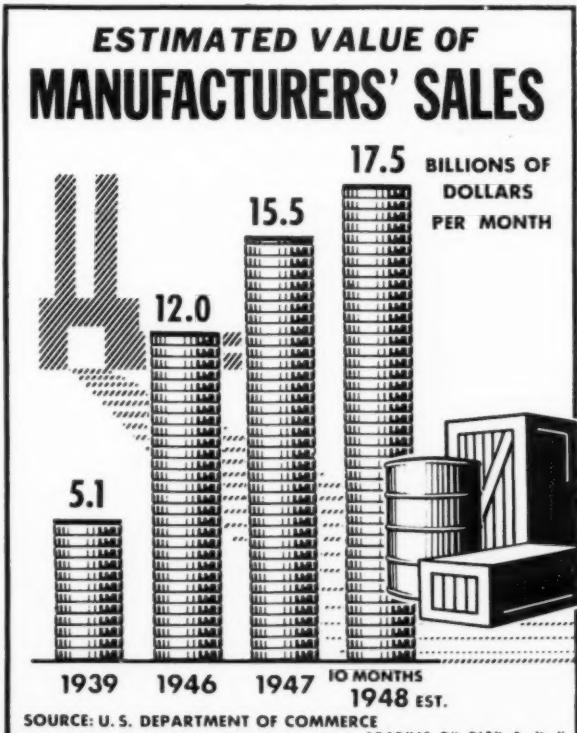
STAND UP AND BE COUNTED

A current gag defines shmoo as "someone who can get it for you retail."

Retailers in New York and other large cities are once more up in arms against the "discount houses" and the suppliers who make it possible for these price-cutters to operate. The Fairchild publication *Retailing Daily*, in their issues of December 7-8-9-10, ran a series of articles based upon on-the-spot reporting which indicate that the discount house or I-can-get-it-for-you-wholesale operator is now taking in approximately 450 million dollars in New York City alone. The author of the articles accumulated a partial list of 77 regular discount houses, as well as 33 wholesalers in New York City who allow their showrooms, normally opened only to the retail trades, to be patronized by discount house customers.

With a minimum number of obstacles, the public can step in off the street and buy any number of nationally known and fair-traded articles ranging from electric knife sharpeners to television sets or suites of furniture, at discounts from 10 and 15% to 33 1/3%.

These discount operators fall into three categories—the street level outlets that operate in central shopping areas, the "upstairs" operators located on the upper floors of office buildings where rent is low and inventory lower, and the "desk" operators, men of wide acquaintanceship in the trade, who rent office space, carry their business in their hat and have access to an extensive inventory over the telephone.



Since 1939, the average manufacturer's dollar rates are up 243%. How does this compare with your upturn?

A consumer is supposed to have a card, like a club membership, to enjoy these discounts but this is strictly flim-flam and the *Retailing Daily* reporter had no difficulty in getting a card without any introduction from a member or, in some houses, getting the discount without going through any formalities.

Electric appliances comprise the bulk of the discount trade, and the magazine estimates that as high as 40% of small appliances sold in New York are diverted through discount channels. These appliances serve as a come-on for future and bigger sales such as unidentifiable and more costly furniture items. Here the "switch" is developed to an art through discouragement of branded merchandise to divert interest to unknown brands on which prices cannot be compared.

It seems apparent that some manufacturers do not know that their goods are being handled in this way. Their distributors, faced possibly with an unwieldy inventory, dump some of the merchandise into these stores, or make it easy for the discount house to send customers to the wholesale establishments.

But some manufacturers—and you would be surprised at the names which are mentioned in the *Retailing Daily* article—are openly playing ball with the discount houses. For example, one purchaser received a 20% discount on a well known electric blanket, paying cash, and was told to return the following day. The purchaser insisted on receiving the blanket the same day, and asked if he could not pick it up at the sources. He was then given a purchase order marked "paid" made out to the company-owned branch. He went to the company, presented the order and was given the blanket without question.

If your merchandise is of the type which is handled by these discount houses, you will soon be asked to stand up and be counted. Either you decide to play ball with these competitors of the legitimate retailer, or you will

take steps to so police the distribution of your merchandise that it becomes unavailable in these gyp joints. . . . And if your merchandise is fair-traded, as for example under the Feld-Crawford Act in New York State, you have still another headache, for you wouldn't get very far in trying to proceed against an ordinary retailer who cuts prices if the discount houses are allowed to sell your merchandise at from 10 to 33½% off.

"RETURN MERCHANDISE IF NOT WANTED"

If you are ever annoyed—as most of us are—by direct mail sellers who send you some unordered merchandise, with a bill, and a letter stating the merchandise is being sent on approval, and may be returned, you will be interested in how your editor handled such a shipment.

An organization calling itself G. Sampson Associates sent a package containing three bottles of perfectly stinking perfume and a bill for \$13.80.

Since he hadn't ordered the merchandise, had never heard of the company sending it, he felt no responsibility for rewrapping the package and mailing it back at his expense. So he telephoned, asked for the head of the establishment and said, "It is now 3 o'clock. I am throwing your package in the wastebasket. The office will be open until 5 o'clock. If you want to send somebody up here by that time, you can get the merchandise."

The next morning the head of the company called in person. When told by the secretary that the stinking perfume had gone out with last night's trash, he left the message, "Tell Mr. Salisbury that *he* stinks."

And so, a very Happy New Year,—to everyone except the above mentioned Mr. Sampson!

PHILIP SALISBURY
Editor



The Business Trend for November remained stable at 235. There has been no change since August. The November figure is the result of a minor drop in new orders which was balanced by increased business spending.

With combined new orders gaining somewhat and business spending expected to decline, preliminary estimates of the Business Trend indicate a decline to about 231 in December, the first drop since August.

The Fourth Dimension In Business

BY RAY BILL*
Publisher, Sales Management

Something vital and something new has come into top management. It's called Human Relations. Its objective: To create for workers the security, opportunity, and recognition which, taken together, constitute "Job Satisfaction."

Since the American enterprise system first got on its industrial way, management has been concerned largely with three phases of operation: production, sales, and finance. All companies of even fair size have full-time top executives in charge of each. The system worked very well for a long stretch of years, but in recent times it has become increasingly apparent that there is a fourth phase just as important as each of these three. It is a phase which does not belong exclusively to production, sales, or finance. It vitally affects all three. I call it the new "Fourth Dimension" in business management. It is *the human side*.

In these modern times, all large companies should have a full-time top executive concentrating on the human side. In small companies provision should be made for a specialized function under this same heading.

All-Round Participation

Since the human side concerns everyone in any given business from the very top to the very bottom, it becomes obvious that everyone should participate. This new activity should not concern itself with individual wages or incomes as such. But it should deal with just about everything else on the human side. In substantial measure it should deal with those human factors and equations which tend to get overlooked, sidetracked or pigeon-holed in any live organization where everybody is keeping busy doing his or her own immediate day-to-day job.

* Condensed from an address made by Mr. Bill before the November Southern States Sale-Distribution Conference in Birmingham.

You may ask for specific examples of what sort of thing can be included under the human side. Here are just a few:

1. Periodic surveying of employee attitudes on specific problems and policies directly related to the human side of the business.

Good Working Conditions

2. Making the physical environment progressively better, so that everyone will have a pleasanter place in which to do his work.

3. Improving public relations with the outside world.

4. Providing a manual through which employees can be kept informed as to the history, nature, progress, etc., of the company, as well as with company policies on such matters as vacations, holidays, severance pay and absence.

5. Developing a setup that is prompt and adequate for dealing with recommendations and complaints which may be made, from time to time, by any individual employee.

6. Centralizing the conduct of campaigns to which employees are invited to contribute, such as the Red Cross.

7. Refining and extending the voluntary benefits made available to employees such as life insurance, health and accident insurance, profit sharing trusts, etc.

8. Increasing communications within the organization through various means, including a house organ which is prepared from material contributed by employees.

In any growing organization it becomes obviously more difficult for the top executive to maintain the close individual contacts which are possible in a very small business. It becomes equally impractical for top

executives to keep abreast of all the detailed problems which arise, no one of which may be super-important of itself, but all of which affect the satisfaction, happiness and spirit of the employes—and the combined importance of which is therefore really great.

We recently conducted a three months' research to ascertain what has been done along the line of the Fourth Dimension in business management. We found some few brilliant examples of leadership. We found considerable evidence that more and more leaders of business, both big and small, are awakening to the need for a new approach, and a new performance, on the human side. However, the companies that are already beginning to do a good job in this sphere are somewhat conspicuous by reason of their scarcity. They are indeed the pioneers of a new concept of human relations as applied to business management.

Among the bigger and better known organizations that are "on their way" as regards a thoroughly modern approach to the human side are General Electric, A. T. & T., Armco Steel, General Motors, Bristol-Meyers, Institute of Life Insurance, Lamson & Sessions, Owens-Illinois, Lever Brothers, and Sylvania Electric Products. This list, which is by no means complete, happens to start and end with companies where the human side activity is being spearheaded by nationally famous sales executives; namely, Lem Boulware, now vice-president of G-E, in charge of employee relations, and Don Mitchell, president of Sylvania Electric Products. Let's see what they have to say:

Job Satisfaction Wanted

I quote from Lem Boulware, whose company is now spending annually the better part of a million dollars on its relatively new human-side program:

"The number one search in America today is for a thing called 'job satisfaction.' Sixty million people in the Nation's work force are seeking it; more than four million super-

It Takes Followers To Make A Leader!

What a Follower Seeks in a Leader

1. He wants to follow a leader who is not afraid . . . not afraid of his position, not afraid of his own boss, not afraid of a tough job . . . not afraid of honest mistakes—theirs or his.
2. He wants a leader who believes his work is important, and all those who are in it with him.
3. He wants a leader who gets a kick out of his work and helps his followers to get a kick out of theirs.
4. He wants a leader who gets a kick out of seeing a man do what that man thought he would never be able to do.
5. He wants a leader who will fight for him until hell freezes over if the leader believes him to be in the right.
6. He wants a leader who will tell him what's what when he knows darn well it's coming to him, and a leader who will do it without losing his temper.
7. He wants a leader who recognizes him as a person, regardless of his experience, school or training, his religion, race, station in life, or the lodge or union he belongs to.
8. He wants a leader who knows most of the answers but who will admit it if he doesn't know, and get the answer.
9. He wants a leader who is predictable—that is, one he can depend upon to be the same all the time.
10. He wants a leader he can't put anything over on but who is human enough to look the other way when he occasionally makes an ass of himself.
11. He wants a leader who he knows understands him, to whom he is not afraid to go when he has been a fool, when he's ashamed, or when he's proud and happy.
12. He wants a leader who's as square as a die, who can't be bribed by anyone, and, being square himself, can see through crookedness in any form, regardless of how much or how little crookedness there is.
13. He wants a leader he can get to when he really needs him and can get away from when he's through with him.
14. He wants a leader who can show him how to do a job without showing off or showing him up.
15. He wants a leader who will give him a chance to try something hard he has never done.
16. He wants a leader who will listen to him when he has something to say but remembers an appointment when he drivels.
17. He wants a leader who he believes sincerely wants him to succeed and who will be proud of him when he does.
18. He wants a leader who seems to be trying to work himself out of his own job and his boys into it.
19. He wants a leader who respects his pride, never corrects him in the presence of others or gossips about him.
20. He wants a leader who knows all that's going on first-hand and turns a deaf ear to gossip.
21. He wants a leader who, if he can't be loyal to his company or supervisors, quits rather than work for them and talk about them at the same time.
22. He wants a leader with the authority to promote, demote or let him go, as he knows he deserves.

visors and managers are trying to give it or aid in giving it. Still, we businessmen are failing to provide job satisfaction for our employees, and we have been failing for a long time.

"Who is to blame for employee dissatisfaction and careless working habits? Is it the fault of the 'New Deal'? The labor unions? Mr. Truman? Mr. Wallace? Or even Mr. Stalin? It is *not*. It is the fault of businessmen. The bigger the business, or the bigger the business served, the greater that fault—unless something very constructive is really being attempted to effect a cure.

"After very extensive, impartial research, G-E found employes want nine things:

- Good pay.
- Good working conditions.
- Good bosses.
- Steady work.
- A chance to get ahead.
- To be treated with respect.
- To be doing something worth while.

To get the facts about what's going on—in and out of General Electric—and what's their significance.

And to have other reasons for really liking their jobs, such as finding them interesting and deeply satisfying.

"It has become very evident that a job is not just a means of making a living. Our employes want in their jobs about all the things they ask of the whole of life itself. They want good pay, good working conditions, good bosses, and steady work, to be sure. But they also want to be certain of feeling a sense of fairness, of belonging, and of security through having the full facts about the problems surrounding their jobs—and of having some say-so in the interpretation and application of those facts.

"They want further the spiritual satisfaction in being treated with respect, in having a sense of participation in worthwhile accomplishment, and in finding their work interesting and gratifying to boot.

"General Electric is determined to satisfy those wants—and to do so in its own enlightened self-interest.



GE BUILDS LEADERS: The first chapter in General Electric's "Supervisor's Guide to General Electric Job Information" deals with the qualities that make leaders. We quote, in the box to the left and the right, part of the copy from this chapter.

General Electric recognizes that to accomplish this will require practically a 'new way of life' for management and worker alike."

And now I will quote from Don Mitchell:

"Man does not live on bread alone!"

"One of the most challenging books of the year is Alexander Heron's 'Why Men Work.' Mostly, the author explores why men don't work, but he leaves one with the feeling that management in developing a recipe for a production economy has baked a bread that is flat—a bread that lacks the yummy ingredient. To me that priceless ingredient is inspiration.

"In its search for improved production and office operation, management has permitted economic justification to overshadow social understanding with the result that the unbalance thus created impairs the very results for which management is striving.

"No industrial economy can be successful unless, combined with proficiencies and knowledge, it has an understanding of human values.

"No democracy can live where the dignity and individuality of man is not recognized as fundamental."

And for good measure, here's from another sales executive who went all the way to the top: Charles Luckman, president, Lever Brothers Co.:

Individual Dignity Important

"While we strive to keep our productive capacity high, we must not forget that business exists so that people may live. People do not live in order that business may exist. Dignity of the individual is the basis of our democratic freedom. The recognition of this dignity is the duty of enlightened management.

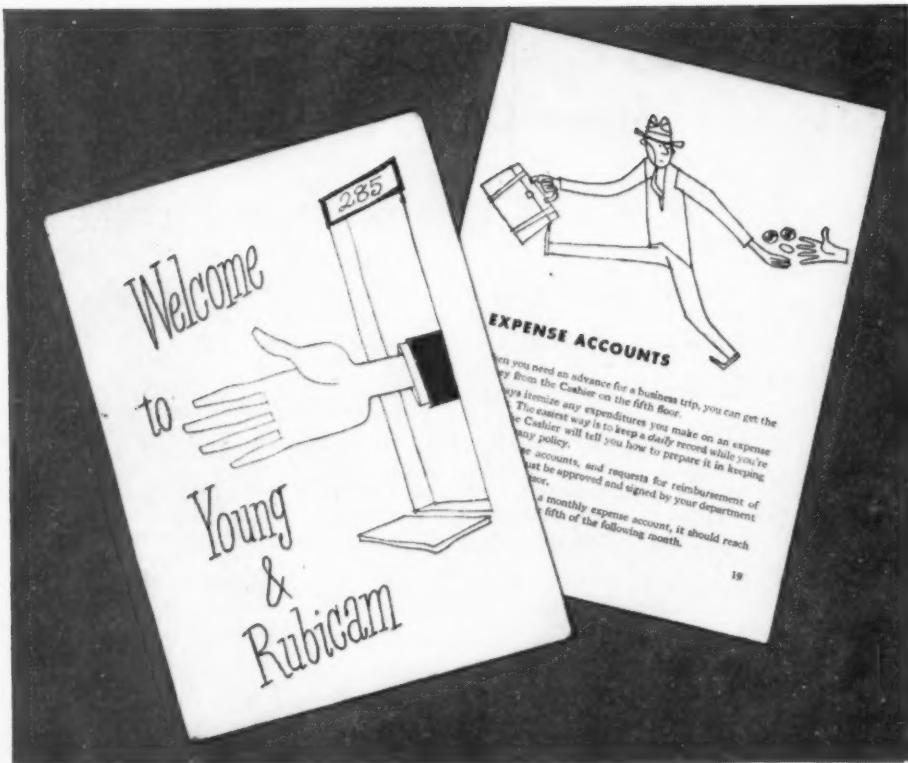
"It must always be remembered that a graph of sales operations is a picture of human endeavor. Every upward curve represents the sweat of somebody's brow."

Fortunately, the amount of material devoted to the new conception of the human side is already substantial and rapidly growing.

General Electric has, for example, developed a "Supervisor's Guide to General Electric Job Information" which could well serve as a model for other companies. Its contents include chapters on Principles of Leadership (see boxes, pages 38 and 39), The G-E 9-Joint Job, What General Electric Expects in Return for the 9-Point Job, Employe "Don't Likes" (a discussion of questions, complaints, and criticisms sometimes of

Signs Of Leadership

- 1. A low voice and, frequently, slow and thoughtful speech.**
- 2. A neat appearance in moderate style.**
- 3. Rarely in a hurry.**
- 4. Easy gait and moderate pace.**
- 5. Does not show all he feels and thinks.**
- 6. Looks you squarely in the eye without staring.**
- 7. Punctual.**
- 8. Orderly.**
- 9. Accurate.**
- 10. Decent.**
- 11. Laughs only when he means it, and then under control.**
- 12. Rarely interrupts.**
- 13. Rarely says "I".**
- 14. Is not afraid to have others think he doesn't know when he doesn't.**
- 15. Rarely tells everything he knows.**
- 16. Makes sure you know the difference between his opinions and his facts.**
- 17. Easy to meet and easy to leave.**
- 18. Enjoys a contest of wits and a game of chance.**
- 19. A good loser.**
- 20. Bored with too much logic.**
- 21. Is not usually a heavy reader.**
- 22. Hard to sweep off his feet.**
- 23. Quickly gets to the point.**
- 24. Never takes himself too seriously.**
- 25. Does not like to do things himself; likes to do what he does through others.**
- 26. Likes people.**
- 27. Likes to lead.**
- 28. Has assurance.**
- 29. Not inclined to sit still for long.**
- 30. Good memory.**



GREETINGS, FELLOW WORKER! Typical of the new and effective employee relations tools being developed as a means for establishing and maintaining esprit de corps among workers is Young & Rubicam's booklet which is placed in the hands of every newcomer. It covers a wide variety of subject matter. Samples: When do you get paid? . . . Dinner money for the night shift . . . Personal telephone calls. . . . What about smoking? Many pages are cartoon illustrated.

ferred as reasons for not giving skill, care, and full day's effort in return for the 9-point job), Basic Procedure for Interviewing an Employee, and Treatment of Specific "Don't Likes."

G-E, like other leaders in this new field, is glad to make available to other business managements the fundamentals of what it has learned from its very large expenditures of time and money. The company believes that this is a phase of modern management where every company that sees the light should cooperate with those who are "ready to go," because in this matter of human relations, the over-all performance of American business transcends in importance the importance of the performance of any limited number of individual companies.

A Typical Tool

To mention but one other typical tool: Young & Rubicam, Inc., are the sponsors of an excellent 60-page handbook, cartoon-illustrated, called "Welcome to Young & Rubicam." Its title reveals its purpose. President S. S. Larmon says, by way of introduction:

"It's a pleasure to welcome you to Young & Rubicam!"

"We wish you success and a happy future with us!"

"Because we want you to feel a part of us as quickly as possible, we'd like you to read this booklet thoroughly and carefully."

"It will tell you many things you ought to know about our company. It will answer many questions. It will tell you about our rules and regulations.

"Every firm, you know, must have some rules. Ours are not intended to hamper or restrict—but rather to help us all function more smoothly in our jobs and work more efficiently as a group.

"So take the time to read this booklet carefully. It's the start of your Young & Rubicam career."

(See cover and typical pages reproduced on page 40.)

Obviously, I am dealing with a subject which cannot be covered as to working details in any one article. About all I can hope to do is to fire your imagination and inspire you to commence, immediately, your own program to modernize the human side of your business, or at least the part of your business for which you are responsible.

To the best of my ability to peer into the future, there is nothing on the international or domestic horizons—and in the latter I include the governmental, social, economic and labor evolutions which now seem inevitable—with which you cannot successfully cope—provided in addition to good management under the three fundamental headings of production, sales and finance, your company also qualifies as a jump ahead under the new Fourth Dimension of the human side.

Survey after survey, objectively operated, has shown that the real

basic incentives to stay on the job and to do a full day's work is the same for every man regardless of the work he does. Contrary to popular belief, these motives are not always an exorbitant salary, a fancy place to work, insurance benefits or bonus plans. The real motives are a striving for security, a craving for importance, a demand for recognition, and an impulse for expression. You might call them the dignity and individuality of man, and you won't have to strain your memory to recall that we fought and won the greatest wars in history to get recognition for this very same dignity and individuality.

Program a "Must"

Up to now you may have felt that I am discussing a new phase of management which is optional on the part of business—a program to adopt or not to adopt, as individual companies may see fit. I do not want to convey any such impression. I firmly believe every individual business concern *must* do new things about the human side—and without loss of time. The concerns that fail to get busy, will, in my judgment, pay a terrific price for their lethargy. They will pay this price in terms of lower sales, disappearing profits, higher expenses due to less industrious work performance, at all job levels from the very bottom to the very top.

Auto Costs for Meat Packer's Salesmen Run Close to 6c Per Mile

Test studies on fleets of lower price cars operated by one of the nation's top packers disclose current operating costs of 0.0559c per mile compared with the 1940 average of 0.0282c. Costs on every item are now higher than prewar.

Gradual increase in the cost of operating salesmen's cars is indicated by records given to SM by a representative company in the meat packing industry. The figures, taken directly from the packer's books, cover a typical cross-section of one of the larger fleets of cars in the United States.

In order to simplify the table, comparisons are made between 1940

models and 1947 models. The years used are 1940, 1947 and the first six months of 1948. The cars were new when put into service. They composed test fleets of Fords, Chevrolets, Studebakers, and Plymouths, and although the 1940 test was on considerably more cars than the later test, it is considered that the results are comparable.

It is worth notice that costs* per

operation on 1947 models are higher on every entry: gasoline, oil, tires and tubes, repair expense, miscellaneous direct operating expense, washing and greasing, total direct operating expense, outside storage and indirect expense.

Among the items which have shot up in price more than others are repair expenses and outside storage.

Total operating costs were upped from .0282c per mile in 1940 to .0559c for the first half of 1948. But this is a trend of the times. For example, note that costs in the first half of 1948 were higher than in 1947.

*See "How to Compute Salesmen's Auto Allowances in 42 Areas," SALES MANAGEMENT, Nov. 1, 1948, page 120.

SALESMEN'S AUTO EXPENSES

	1940 MODELS PUT IN SERVICE FROM NOV. 1, 1939 TO OCT. 31, 1940		1947 MODELS (TEST CARS) PUT IN SERVICE BY AUGUST 1, 1947		First 6 Months 1948	
	\$ Expense	Cost Per Mile	1947 Expenses		\$ Expense	Cost Per Mile
			\$ Expense	Cost Per Mile		
Average number of cars in operation	713		107		108	
Mileage.....	8,904,233	1,279,462	873,343
Gasoline.....	\$96,471	.0108c	\$18,929	.0143c	\$14,356	.0164c
Oil.....	\$7,467	.0008c	\$1,526	.0012c	\$1,176	.0013c
Tires and Tubes.....	\$7,363	.0008c	\$756	.0006c	\$1,592	.0018c
Repair Expense.....	\$14,303	.0016c	\$3,598	.0027c	\$4,101	.0047c
Miscellaneous direct operating expense..	\$3,280	.0004c	\$968	.0008c	\$869	.0010c
Washing and greasing.....	\$11,061	.0012c	\$2,980	.0018c	\$1,669	.0019c
Total direct operating expense.....	\$139,945	.0157c	\$27,357	.0214c	\$23,763	.0272c
Outside storage.....	\$6,859	.0008c	\$2,168	.0017c	\$1,863	.0021c
Indirect expense.....	\$104,121	.0117c	\$31,712	.0248c	\$23,231	.0266c
Total operating costs.....	\$250,925	.0282c	\$61,937	.0479c	\$48,857	.0559c

PRECISE DATA: The meat packer operating this fleet went over costs with a fine tooth comb on a certain number of its Fords, Chevrolets, Studebakers and Plymouths when they were new. Costs are kept on all fleet autos but not in such fine detail as on test cars.

VISUAL FLIP-FLOP: (Right) Picture story of garbage disposer, for showroom use. Charles A. Reinbolt, Jr., sales manager for American, is pointing to art treatment which conceals "hidden sales points". See article for details. The man at the right is Robert Plew of Carter-Galantin, who designed entire display program for American.

LESS TALK, MORE ACTION: (Far right) Cutaway part is lighted from behind and on top by a flasher. Mr. Reinbolt is holding the pulverizer unit in his hand. When placed in cutaway it can be revolved to show action of disposer. Demonstration shows that if a knife or some other hard object is dropped into the disposer, machine will neither jam nor be damaged. "It will just make one hell of a noise."



More Show-How, Less Tell-How, In American Central Sales Talks

A variety of visual devices, designed to show what it is, and how it works, puts interest and conviction into prospect presentations for American's line of kitchen equipment.

Well designed visual aids play a major role in sales training and as point-of-sale attention-getters for American Central, a division of AVCO Mfg. Corp., Connersville, Ind. Under the brand name, "American Kitchens," the company makes garbage disposers, kitchen ventilators, sinks, cabinets, and, in fact, what are termed "complete kitchens." Visual aids are useful in spotlighting outstanding features of these products in today's highly competitive market.

Though the firm has been making pressed metal items for more than half a century, it is only since the end of the war that it has aggressively entered the kitchen equipment market with a line of products to be sold under its own brand name. Previously it made automotive bodies, refrigerators and many other products, but most of these were sold to other manufacturers. During the war, jeep bodies, airplane wings and sub-assem-

bles were the firm's principal output.

Well before war's end, American's management, foreseeing the desirability of keeping its machines and manpower busy in peacetime, made plans for the large-scale production of kitchen equipment. More important than the physical conversion was the planning for marketing the new line.

First Aid for Distributors

The company's program included selection and training of distributors and furnishing them with a set of effective sales aids. These sales tools were designed to accomplish two objectives: to aid distributors and retailers in the selling operation, and to serve as permanent training aids for those selling American's products.

The chief visual aids used are the Plan-A-Kit, which enables any salesman to help a customer re-design her kitchen through the blueprint stage, and which is, accordingly, a tool to

sell a whole kitchen or any part of it; the Stagette, a device for tying in with the company's national advertising; cutaway versions of American's garbage disposer, one of which is used in the dealer's showroom in conjunction with a demonstration of the product; a slide rule gadget designed to permit quick comparison of American's disposer with competing makes, on specific points; a showroom device for demonstrating the company's kitchen ventilator. With the exception of the Plan-A-Kit, these visual aids support the disposer and ventilator, two items which, in the opinion of American's management, have strong competitive advantages.

To appreciate the usefulness of these visual aids, it is necessary to review American's distributor setup. While this country was still engaged in fighting the war, the company made plans to sell its kitchen equipment through the types of dealers



DEALER DISPLAY PIECE: (Above) To encourage demonstration of its ventilator, American sells this display piece to dealers, sends along supplementary literature. Display consists of wall section to which ventilator is attached, with chart. To show motion, pennants (each containing a pertinent sales message) and streamers flutter when the ventilator is turned on.

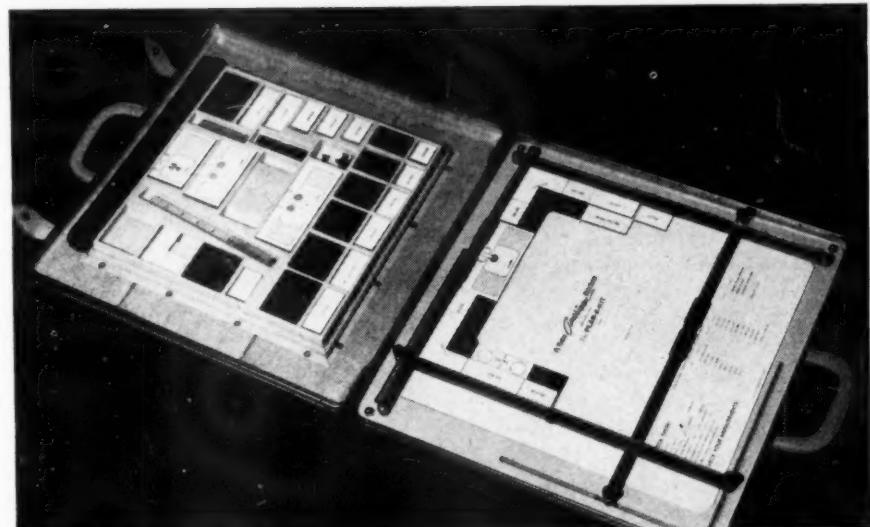
who handle appliances—department stores, appliance dealers, hardware stores, plumbing supply dealers, building supply dealers, furniture stores. With national distribution as its goal, nine regional sales managers were appointed, each to report to Connersville. Then 81 distributors were selected to service a total of approximately 5,000 dealers. The policy of giving distributors full control of choice of dealers in their territories was adopted.

Dealer Problems

Taking a realistic attitude, executives of the company faced the fact that many of their distributors and dealers would not only be selling a line of products new to them, but in addition, most of them would be out of the habit of *selling*, even if they had remained in business during the war period. Some, of course, would have been in military service, and



PRACTICAL SALES AIDS: (Above) The board pictures a variety of training and selling tools which make up a kit furnished to dealers selling American's garbage disposer. Of special interest: The presentation piece die-cut in the form of the disposer unit. Pages in it show cross sections of mechanism, facing copy explains how machine works. The board is intended for use where actual unit itself is not available.



KITCHEN MECHANIC: "Plan-A-Kit" is a smartly devised sales tool that sells units or entire kitchens. It has a planning board on one side, a tray filled with scale models on the other. Guide rails can be moved about in dimensions to correspond to a prospect's own kitchen. When the prospect has made a decision, the salesman uses the blocks as templates to draw a floor plan showing actual positions of the units. See article for details.

would need training or retraining. A training program for the entire group was obviously necessary. It was put into effect with the factory training, distributors' staffs, and distributors training retailers.

The men trained were responsive and benefited from the course. Nevertheless, nearly all of them sell a variety of products, and they could scarcely be expected to remember the

sales features of American's line. But American *wanted* them to have these features at the tip of their tongue. To insure that they would, they were provided with the sales aids described here.

The basic tool, designed to sell the "complete kitchen," is the Plan-A-Kit, about 5,000 of which are in use throughout the country. It folds up compactly into a carrying case.

Opened up, it has a planning board on one side, and a tray filled with scale models (an inch to the foot) on the other half. Guide rails, also scaled one inch to the foot, are moved about, each in dimensions corresponding to the prospect's kitchen. Windows and doors are placed under the transparent part of the guide rail in their exact locations. Blocks representing every unit in the American Kitchens line, also in the one-inch scale, may be tried in different locations until the prospect has planned the kitchen she wants. The salesman then uses the blocks as templates to draw a floor plan in triplicate. One copy is given to the prospect, one is retained for the installer, and one is held by the salesman. If a ventilator or disposer is included, he makes a notation on the space provided at the bottom of the Plan-A-Paper.

This ingenious device has been bought for \$25 not only by American Kitchens' dealers and distributors, but also by builders, architects, editors and home economists. The company owns 11 patents on it.

Advertising Tie-in

Another tool which sells the whole kitchen, by tying in with the company's current magazine advertising campaign, is the Stagette, a three-dimensional stage display which dramatically frames reproductions of American's advertising in color. It is a cardboard frame simulating natural wood, 32 by 26 inches in size, enclosing a shadow-box arrangement into which the advertisements are set. Six reproductions in color of advertisements are furnished, each printed on translucent stock. With the unit there is also an electric light cord, and a bulb may be attached to it and inserted into the opening back of the shadow box to light up the display. Viewed from the front, the lighted display is suitably dramatic and the advertising illustration has an almost three-dimensional effect. The frame, easel setup, with light cord, and six advertising illustrations, are sold as a "package" for \$2.50.

Telling the Story

The graphic aids designed to promote sales of the disposer were made after the company's management had investigated and learned that this type of appliance usually suffers because "salesmen do not know the features of their own and competitive disposers, and are unable to present a logical sales story." Having decided to market disposers, American's offi-



cials resolved that their salesmen should be well informed as to the merits of these products.

The most ambitious tool for the purpose is a flip-flop chart, which can be set over an actual disposer. Its striking drawings, in color, provide a step-by-step course starting with the reasons for wanting to own a disposer, going through the features of American's disposer, all the way through to a demonstration of the product. The arguments in favor of buying a disposer are presented through striking color drawings, one with the caption "So Unnecessary," having "hidden clues," which upon close inspection turn out to be such symbols as a human skull, a carrot suggesting a rat's head, and a lettuce leaf rather like a man holding his nose. The chart is so arranged that it "cues" the salesman and enables him to make his sales presentation in logical sequence. The climax is the demonstration of the product, through placing the pulverizer into the cutaway.

Working Demonstration

To show how the disposer gets rid of hard objects such as bones, the salesman puts a pencil into a hole in the unit and revolves the pulverizer. The hammers strike the pencil, then hinge back to bypass it, centrifugal force throwing them back out again in position for the next pass at the pencil. This demonstration also shows that if a knife or other hard object is dropped into the disposer, it does not jam, and it is not damaged—it simply "makes one hell of a noise," as the prospect learns.

The master chart is a point-of-sale aid. To help salesmen when they visit the homes of prospects, there is a portable version, a die-cut cardboard cutaway, the pages of which

turn to reveal the various sales features of the disposer. Descriptive copy touching upon these features is on one side of the sheets, with arrows leading to the particular features in the illustrations. For example, one spread is devoted to these features: the triple-purpose cover, fool-proof safety switch pin, pulverizer hammers, vertical shredders, 30 to 60 seconds grinding time, two-quart capacity. Other pages have cutaway views of the interior mechanism of the disposer. A pocket-size version of the cutaway, also die-cut, is available for housewives who can't make up their minds and want to consider the purchase at home.

Though small, a cardboard slide-rule gadget lists 15 desirable features which American Kitchens' disposer has, and permits quick comparison of the product in relation to other disposer brands.

Designed for Salesmen

The various sales devices prepared in behalf of the disposer were designed with the knowledge that information is necessary in order to sell it successfully, and that the necessary information could scarcely be retained without assistance by salesmen who devote time also to the selling of many other appliances.

To aid in selling the company's kitchen ventilator, there is a device simulating a cross section of a wall against which the ventilator itself may be fitted and demonstrated. In front of it are pennants attached to dowels and inserted into the wooden base of the unit. The pennants bear this message: "Out go greasy fumes . . . out goes moisture . . . out go odors." Mounted on the outside of the "wall" are streamers. When the ventilator is turned on, these are violently activated and help attract attention to the display. Built into the face of the display is a revolving disk. Two windows are open to view, one naming exclusive features, and one illustrating the feature being discussed. Either the salesman or the prospect may turn the disk.

During the war the use of graphic aids increased to new heights, since they were found to be valuable in speeding up training of war workers and military personnel. Profiting by that lesson, some companies have turned toward the increased use of such aids to accomplish various objectives. High on this list is American Kitchens; the experience, thus far, indicates that graphic aids are helpful both as training and sales tools.

The Merchandising Strategy Of the "Super" Drug Stores



BY E. B. WEISS*

Director of Merchandising, Grey Advertising Agency, Inc.

The number of non-drug items handled by the retail drug giants is steadily increasing. This article reports on many aspects of "super" management which, if clearly understood, can help to gain entry into this huge market.

Super units of drug chains are rapidly developing a new concept of drug store merchandising. That is significant to manufacturers because what the retailer *proposes* in the realm of merchandising is the tip-off with regard to what the manufacturer must *dispose*.

What, then, is the merchandising strategy of super drugs—those giant store units of drug chains which have achieved a marketing revolution?

That, of course, immediately confronts us with the need for a definition.

*This is one of a group of five articles dealing with the development of "super" drug stores. The first article appeared in SM for December 1, 1948 ("Super" Drug Stores: Are They Revolutionizing Drug Distribution?) Later articles will discuss promotion and advertising policies.

What is merchandising?

Perhaps, as a merchandising executive, I shouldn't make this confession—but I'll be hanged if I've ever been able to put anything resembling precise boundaries around that term "merchandising." However, as practical a definition as I've ever found was recently formulated by a committee of the American Marketing Association. It defines merchandising as "the planning involved in marketing the right merchandise or service at the right place, at the right time, in the right quantities, and at the right price."

What do super store units of drug chains consider to be (a) the right merchandise? (b) the right place? (c) the right time? (d) the right

quantities? (e) the right price?

It's important that manufacturers know because even though that term "merchandising" may be mighty elusive, there can be no disputing the fact that merchandising starts in the retail store. Clearly, the manufacturer who fails to have the merchandise the super drug units consider *right*, and have it at the right place, at the right time, etc., will not remain or become a major source of supply for these important outlets.

Recently, Walter S. Mack, Jr., Pepsi-Cola's able top executive, declared that manufacturers faced with a vital need for reducing costs must—among other steps—"study distribution economies of locations and methods." I hope to be able to indicate to manufacturers of non-drug items, as well as to producers of

PRE-SELLING A MUST: To fill today's retail drug giants (photo above) chains prefer pre-sold, that is, nationally advertised merchandise.



so-called drug items, how the rapidly emerging super units of the drug chains are developing merchandising programs which permit the manufacturer to achieve "distribution economies of locations and methods."

First—*why* are drug chains concentrating on super store units?

While I covered the answer to that opening question in some detail in my article in the December 1st issue of *SALES MANAGEMENT*, I can summarize by stating that drug chains can maintain their earnings at a satisfactory level only by constantly increasing the volume of each store unit. They are quite disturbed because sales-per-store unit have not been increasing, in 1947 and 1948, to the degree needed to cover rising costs. Therefore, they are either closing out small store units or enlarging them; the new store units they are opening are almost all of the "super" type.

Second—*how* are drug chains moving in the direction of super-units?

The super store, obviously, is not planned merely to be more spacious. It is intended to produce a larger volume per square foot than has been feasible in smaller store units. It is turning that little trick—very neatly!

Broader Inventories

It is turning that trick, among other reasons, because it is both broadening and making deeper its inventory of non-drug items. Appliances in the hard goods field and hosiery in the soft goods field are two pertinent examples. That is why I reiterate my basic point: Super units of drug chains are even now a major outlet for innumerable non-drug items, and are becoming more *major* every day.

It is easy to permit that basic point to become lost in a maze of mislead-

NEW VS. OLD: The open, orderly "show boat" type fixture (above) is driving the cluttered mass display from drug supers.



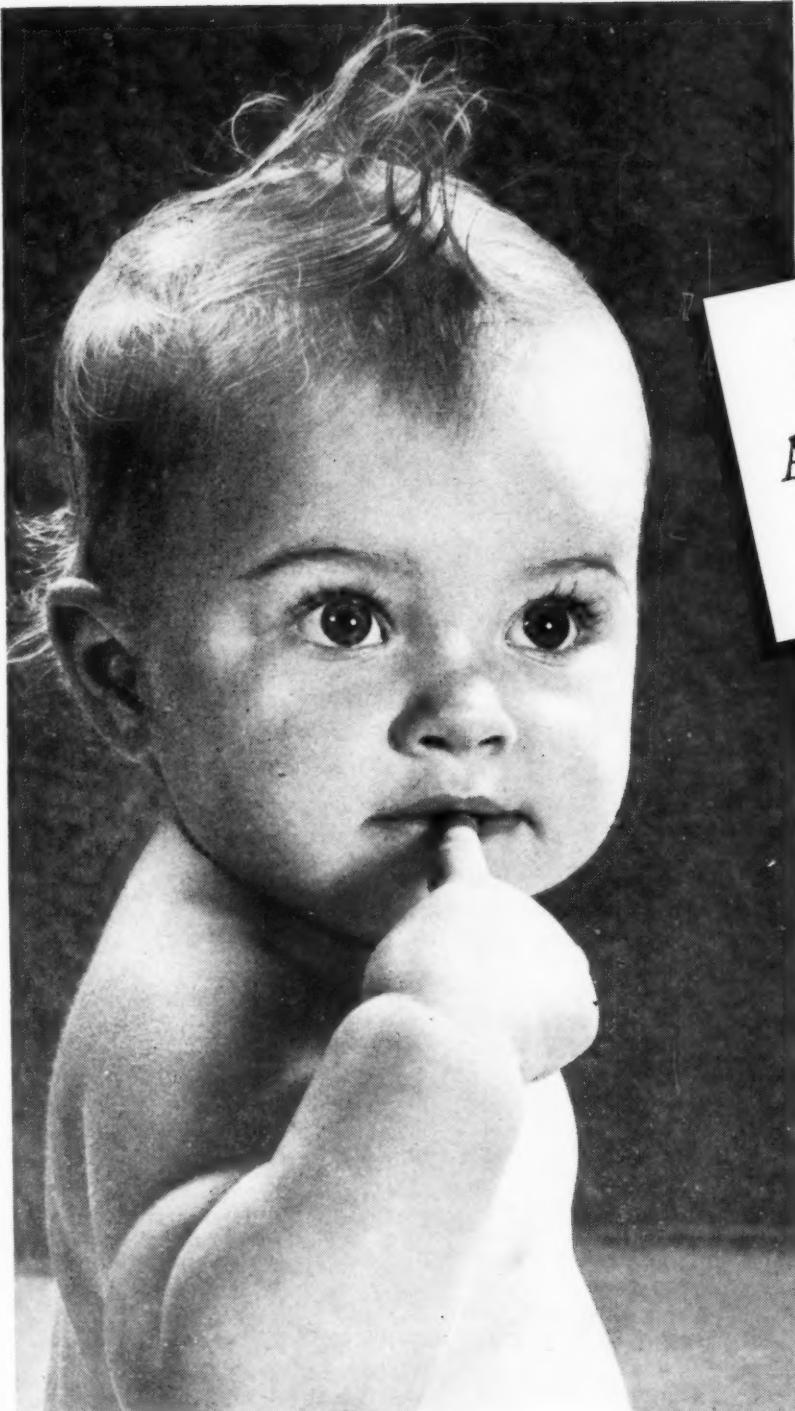
of locations and methods."

Let's proceed with an analysis of the over-all merchandising strategy of drug chains with reference to their super units.

Drug Topics has made a splendid study of the merchandising thinking of drug chains. This study covers some 60 merchandise categories ranging from prescriptions to plants and flowers, from tobacco to toys and games, from soda fountain to school supplies. It brings out such significant facts as these:

1. Over 90% of all drug chains now operate departments stocking fountain pens and pencils, small electrical items, men's leather goods, clocks and watches, etc.
2. Over 80% of all drug chains now sell toys and games, school supplies, magazines and books, luggage.
3. Over 70% sell radios.
4. Over 60% now sell sporting goods; 48.4% sell women's hosiery; 43% sell cutlery.

Even more revealing and significant is that part of this *Drug Topics* study which tabulates the plans of drug chains to expand their non-drug operations. Thus, the drug chains had handled women's costume jewelry in only a small way—but are now making it a major merchandise classifi-



Have You Heard
About the Telephone
Birth Rate?



1948 was a mighty big year for additions to the telephone world.

Your own particular telephone is more valuable today, millions of calls go through clearer and quicker, because of the many things that have been done to extend and improve service.

You can call more people, and more can call you, because nearly 3,000,000 Bell telephones were added to the telephone population — many in your own community.

Long Distance is faster and there is more of it because 1,800,000 miles of new circuits were added. A total of \$1,500,000,000 was invested in new Local and Long Distance facilities in 1948.

We broke all records for the volume of new telephone construction, the dollars we put into the job and the number of telephone people on the job.

We're going to keep right on working and building in 1949 to make your telephone service a bigger bargain than ever.

BELL TELEPHONE SYSTEM



cation. Other merchandise categories to be jumped in importance include: cameras and supplies, small electrical items, women's hosiery, books, radios, luggage, liquor, wine and beer, etc.

Highly revealing figures on this same point are to be found in a study made by *Chain Store Age*. This shows that drug chains, in 1939, did a 4.5% of their total volume in 1939 in non-drug "sundries" (omitting sickroom and hospital supplies). In 1946 the same figure was approximately 10%—a jump of more than 100% and, be it noted, many items that come under non-drug "sundries" were still scarce in 1946. It might also be noted that these *Chain Store Age* figures do not include candy, liquor, tobacco and scores of other merchandise categories which drug chains do not label as "sundries"—toil goods account for about 12% of total chain drug volume, while candy accounts for at least 7%.

Sundries Up 300%

Be that as it may, the point I would like to make is that the "sundries" figure has unquestionably jumped by at least another three points since 1946. I would venture the guess that in 1948 the comparable figure will be at least 13%. If this is so, we have an increase of almost 300% since 1939—proof sufficient of the intensity with which drug chains are promoting the sale of non-drug items.

However, even that figure doesn't tell the entire story because all of these figures on non-drug "sundries" are for chain drug stores as a whole. If it were possible to obtain similar figures on super drug stores exclusively they would, in my opinion, show that non-drug "sundries" constituted in 1948 considerably more than 13% of super store volume; the figure might be as high as 20% and even more in the case of several chains. In super drug units the percentages of total volume done in toilet goods, candy, etc., are considerably higher than the chain-wide average.

Inasmuch as almost every major drug chain is closing out or expanding small store units and concentrating on super store units, it is self-evident that the "right merchandise," according to drug chain definition is destined to be different from what it was pre-war. Therefore, the super drug unit is destined to become an outlet with a new marketing significance for innumerable manufacturers.

Of course, the "right merchandise" does not consist only of categories. It consists of such factors as gross margins, price lines, assortments, etc. Let's see how drug chains are thinking, in



NOW IT'S JEWELRY: The "drug" line grows broader. Novelty jewelry is becoming a popular super-unit item.

these respects, with regard to merchandising strategy in super outlets.

A prominent drug chain executive recently confessed to me: "We all know that rising costs of drug store operation have made too many lines simply dollar-trading performances." The consequence is that drug chains are very much interested in lines or items that offer higher-than-store-average margins. Their merchandising strategy contemplates not merely adding such items or lines to their listings—but also giving them special promotional prominence through location in choice traffic spots in the store.

Few retailers, whether they be large or small, have more than a vague idea of the volume and profit contribution made by specific items or lines. This is especially true when a manufacturer's line is bought by several different buyers and sold in several different departments. Retail figures as made available by the store controller are usually broken down primarily by merchandise category or by department or section. Inasmuch as it has become so vital for drug chains to compel their huge annual volume to throw off a satisfactory net, it follows that they should be—and undoubtedly are—keenly interested in an analysis of volume and profit performances of the merchandise supplied by their major suppliers. Yet, few manufacturers have ever attempted such an analysis or presented one to their drug chain outlets.

Profits Check-list

In 1948, Sterling Drug, Inc., made such an analysis for the chains that are members of the Associated Chain Drug Stores. Each chain was given

a detailed schedule of its purchases from Sterling for the 12 months ending June 30, 1948, and a comparison of purchases during the previous year. Said J. Hill, Jr., president of Sterling, to the syndicate operators: "We believe these figures will be a revelation to you." And, indeed, they were. For the very first time, some high-ranking chain buying executives were made to realize that Sterling Drug plays a stellar role in the total volume done by these outlets—and, with the total volume a known factor, it was not too difficult to determine Sterling's profit contribution.

The next item in merchandising consideration by drug chains is price lining. The price lining strategy of the drug chains will be an interesting mixture of trading down, trading "levels," and trading up. That requires a bit of explaining.

90% of Families

The drug chains consider their market to be, essentially, the income groups running from \$2,500 to \$7,500. That takes in about 90% of the families or "spending units." Therefore, drug store chains stress the *volume* price ranges. They will limit a few items to just one price line; many more items will be limited to just two price lines. But, by and large, the chains will develop the good old "rule of three": low, medium and reasonably high price lines.

Most mass retailers have found that three price lines usually give them the lion's share of their total volume in most merchandise categories, even in merchandise having many price lines. One of the three price lines will usually furnish a volume equal to the other two. Drug chains will fight to concentrate their inventories on the best-selling volume price line—and then to have adequate assortments in the next two best-selling price lines. You will seldom find more than three price lines on non-drug items in a drug chain.

Moreover, drug chains will tend to step down price lines as rapidly as circumstances demand. They do not try to buck the buying public's price requirements as indicated by that infallible indicator—actual sales. For the last year, drug chains have been stepping down price lines on some merchandise categories. They find that the real action is at levels lower than last year—so, smartly, they drop to lower levels.

Simultaneously, however, drug chains are determined not to sacrifice net for volume. As an example of the best-selling price lines in small appliances in a fairly typical drug

Want to do something about the high cost of selling?



Maybe your Production Manager has the clue

If you think *sales* costs have mounted, just look at what the poor Production Manager has been up against with the rising costs of labor and materials.

How's he going to get costs down?

You know the answer. *Chiefly by improved mechanization*: by making it possible for each high-priced pair of hands in his plant to produce more.

The Sales Manager has the same sort of opportunity to reduce sales costs

The Sales Manager can apply the mechanization principle to producing orders. He can make it possible for each salesman, each jobber or dealer or distributor, to produce more.

How? By making the printed word do *more* of the *telling* in selling so the salesman can use more of *his* costly time for *closing*.

Direct mail, publication advertising, catalogs, handbooks, films, radio—all means of transmitting sales information to prospects and customers—are the Sales Manager's tools.

Even small gains in the better use of those tools bring great improvement in the efficiency of sales production and sometimes open up wide areas for cutting unit sales cost.

You take one step at a time; one product at a time; in one market at a time; like this:

1. Review *all* the specifying and buying influences, including those who are hard for your

salesmen to reach. (Do you *know* them all?)

2. Find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your customers and prospects. (Do you know—for sure—what they think and *why* they think it?)

3. Determine *what to say, to whom, and how often*, to improve those viewpoints and to reduce the prejudices and confusions that obstruct low-cost selling.

4. Select the *tools* to use for saying what needs to be said (booklets, magazines, direct mail, or any other mechanical means of transmitting ideas or information).

That's how to get the kind of advertising that helps cut sales costs

“‘Ditch-Digging’ Advertising,” we call it. First it digs out what your prospects want to know before they’ll buy; then it rolls up its sleeves and digs for sales.

This 20-page booklet, “‘Ditch-Digging’ Advertising That Sells By Helping People Buy,” (Reg. U. S. Pat. Off.) explains the principles that help build sales volume at lower unit cost. It’s free to sales executives who are interested in developing the full selling power of their advertising.



THE SCHUYLER HOPPER CO.

“Advertising that sells by helping people buy”

12 EAST 41st STREET, NEW YORK 17, N.Y. • LEXINGTON 2-1790

chain—Skillern's—try your pencil on these *unit sales* figures of that outlet:

Item	Unit Sale
Radios	\$36.95
Fans	17.82
Toasters	16.33
Irons	9.92
Food Mixers	36.84
Coffeemakers	12.24
Vacuum Cleaners	59.95

In their super stores, in particular, drug chains are attempting to trade up, but always with a wary eye on what the public demands. The chains insist on taking the action dictated by sales figures—not by wishful thinking. They find that the very atmosphere (deliberately created) of their super outlets, will sometimes change the number two (and higher) price line of smaller store units into the number one price line.

Here is a point for manufacturers to consider: If you plan to play along with the trend toward super store units in drug chains, use every means of research available to you to get the actual facts on price line performances in these super stores as differentiated from lump figures applied to all the stores in the chains. There is likely to be a considerable difference between the two, one that could be used to win extra merchandising and promotional attention for higher price lines in the larger store units.

What Assortments?

Still another phase of the "right merchandise" has to do with assortments within merchandise categories. I am referring both to multiplicity of brands stocked and to the depth and breadth of each of the lines stocked.

Without question, drug chains have had to stock more brands of non-drug items than they desired in order to obtain required assortments. As rapidly as market conditions permit, multiplicity of brands is being cut.

Drug chains prefer pre-sold merchandise; that means nationally advertised brands. Their entire setup, involving as it does various combinations of self-service and self-selection, must of necessity rest on a foundation of pre-sold brands. (Their salespeople work longer hours than average and are paid more poorly than average; consequently they get a third screening. Inasmuch as first-screened salespeople these days are of not too high caliber it follows that the third screening consists largely of order takers, not sales-people.)

In fact, in line with the trend of all mass retailing, super drugs are going more and more "robot." That, in turn, makes pre-sold brands a vital

requisite. The brands with the least degree of pre-selling are being dropped. Eventually, in most non-health merchandise categories, drug chains will have no more than two, three or four brands. Of that limited number, one may be their own store-controlled brand.

As for depth and breadth of stocks, drug chains consistently limit assortments to best-selling sizes, colors, designs, etc. They keep assortments down to a bare minimum; they make no effort to have "everything under the sun." They seldom buy a complete line from any one supplier. They try, instead, to select the best items from each of several suppliers.

"Line selling" by a resource does not appeal to drug chains; "item selling" does. I'm constantly amazed when I note how few manufacturers are aware of this fundamental, and how few make it a point to offer the chains only their best selling numbers, backed up by statistical proof.

Recast Price Lines

Drug chains, even in their super units, make no effort to have "anything anybody wants" even in a line which they inventory. They want no shelf-warmers, no money tied up in big inventories, no wasted counter space. Here, again, their own statistics are none too accurate. Smart manufacturers will fill that void.

By way of summary, I might say that drug chains believe that the key to sound development, especially of their super units, lies in increasing the average sales check. That, in turn, will come from building unit sales. And where that, again in turn, involves recasting price lines (as it so often does), drug chains will take appropriate action, especially if the manufacturer backs up his assertions with valid statistical proof.

In this connection, it is significant to note that, according to A. C. Nielsen Co. figures, the per capita sales of all drug stores rose from a low of \$8.49 in 1933 to a peak of \$25.97 in 1946 and have since declined about 6%. Nielsen forecasts that this figure will show a continued decline to \$22.45 by 1952. Bear in mind that these figures apply to *all* drug stores. If they could be still further broken down by chains exclusively, they would show radical differences.

In any event, drug chains are determined that their own per capita sales *will not decline* and their whole merchandising strategy is aimed toward that goal. They will not only consider new merchandise categories, and new price lines, but they will also consider such concepts as larger

sizes, larger sales units obtained by bundling (tying men's hose, washcloths, towels, into units of three or six, etc.) They will also pay considerable attention to faster reordering. They know the high cost of being out of wanted merchandise. A small group of manufacturers who have developed stock control, unit control, and related systems find that the chains are displaying an increasing interest in these aids.

Item development is another bit of policy on the merchandising strategy list of drug chains, and especially with respect to their super stores. For instance, this fall a new toy item introduced by Walgreen's proved quite a sensation. It was developed by the company's merchandising and purchasing departments in cooperation with the manufacturer. While it would not be accurate to say that drug chains are doing an enormous amount of item development work, they most assuredly are giving some attention not only to the development of new products, but to those minor changes in design, pricing, packaging, etc., of an established item or line that might enable it to move better through their stores.

Their merchandising strategy also contemplates a limited open-mindedness in regard to new items. The job drug chains did with the home permanent is now merchandising history. Drug chains are showing an interest currently in the non-paint lines now being introduced to drug and food stores by The Sherwin-Williams Co. that has formed a Home Products Division for that sole purpose.

Tough for Unknowns

Of course, it should be pointed out that drug chains are not likely to be so keenly interested in new lines being introduced by unknown manufacturers. Such a producer is more likely to be told to "come back when you've proved your item and actually created demand."

Another broad phase of drug chain merchandising strategy, and this applies with real emphasis to their super units, has to do with departmentalizing. Not many years ago, drug chains were just about as cluttered as most independents still are. They were a veritable jungle of merchandise. Today, the very merchandising heart and soul of the super drug unit is departmentalization. Rexall Drug Co. stresses departmentalization to its store managers in this language: "So essential is departmentalization to modern merchandising, that we stress it repeatedly. You can't do volume selling without it. Let your depart-



Executive who never flew a plane before



is on his way by *Bonanza* in 12 hours

"I don't know where this idea came from that you have to be a long-experienced pilot in order to be a Bonanza-businessman," declares Francis D. Wetherill, executive of John Wanamaker's, Philadelphia. "With no previous aviation experience,

I bought a Beechcraft Bonanza—and was on my way after only twelve hours of instruction. It's the plane—not me. I find it perfectly simple and easy to fly. And no investment I ever made paid me bigger dividends!"

"Bonanza-businessmen, as Mr. Wetherill calls them, have upset a score of traditions in their adoption of this fast, efficient, economical transportation," says Guy Miller of Wings Field, Inc., who delivered Mr. Wetherill's 4-place Bonanza and arranged his instruction. "The idea of a long and arduous period of 'learning to fly'—an idea that has kept all too many executives tied to surface transportation—has been thoroughly dispelled by the sound design and flying characteristics of the Bonanza."



Bonanza travel can pay in your business, too!

Good business sense suggests that you investigate the Bonanza. A note on your company letterhead will bring an informative 60-page brochure on "The Air Fleet of American Business." Write today to Beech Aircraft Corporation, Wichita, Kansas, U. S. A.

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

Top speed, 184 mph
Cruising speed, 170 mph
Range, 750 miles

BEECHCRAFT
BONANZA
MODEL A35

well-balanced coverage of well-balanced market

In the Fort Wayne area 48% of total spendable income and 49% of total retail sales are in the city . . . 52% and 51% in the trading area.

Of the News-Sentinel's total circulation . . . 51% is in the city and 49% in the trading area.

Home Coverage: 99% of Fort Wayne plus 43% of ABC Trading Area. Write for market map.

Merchandising Co-operation

100% co-operation with national advertisers including monthly merchandisers, route lists bulletins and tie-in ad solicitation.

THE NEWS-SENTINEL

FORT WAYNE, INDIANA
Allen-Klapp Co. New York—Chicago—Detroit

We've Corralled The Western Market!

Management's stampede for PLUS food merchandising has swarmed to WESTERN FAMILY . . . the most potent food-buying force in the West.

1 Western Family saturates the richest part of California . . . read by 385,204 home-makers pouring through retail grocery stores served by Certified and Spartan Co-Ops—responsible for 51.2% of all retail food business in Southern California.

2 Dominates Washington State's most important market area . . . Western Family is distributed to 72,684 grocery-buying women through Associated Co-Op stores—annual volume 85% higher than the average in the state.

THE MARKET:

WESTERN FAMILY

1300 N. WILTON PL., HOLLYWOOD 28, CAL.

Advertising offices: 551 Fifth Avenue, New York 17, N.Y. 6-3971; 333 North Michigan Avenue, Chicago 1, Randolph 6-6225; Suite 2, Penthouse, Mills Building, San Francisco 4, Garfield 1-7950; 1916 Occidental Avenue, Seattle 4, Main 8234.

ments become disordered and confused, and your baffled customers will wander back to the specialty shops."

One of the basic objectives of departmentalization is to achieve a maximum volume per square foot of floor space. That, in turn, comes from the known ability of sound departmental layouts to stimulate high impulse sales. And impulse sales, in turn, are the Alpha and Omega of drug chain retailing. In their super stores, drug chains achieve a degree of impulse sales matched probably only by super markets in the food field.

Visual to the Nth degree—that, too, is part of the super drug merchandising strategy. More and more, that visual element starts with the windows, which are becoming part of the store interior. The same element of the visual extends to the departmental layout and, of course, to the display of merchandise. Every item is visibly displayed and arranged for easy accessibility. The visible price shelf (which enables the customer readily to see exactly the price of each article without any need to remove the item from the counter or shelf) is part of this same merchandising thinking. Nearly every drug chain store uses visible shelf prices in most departments—while only 25% of the independent stores do.

Incidentally, super drug stores follow the smart retail practice of using fixtures which are flexible, so that departments can be expanded or shrunk, or moved from one location to another, as the seasons and experience suggest. Fixtures include the all-important, self-selections islands— island fixtures which are changed frequently to freshen up the store, to keep merchandise displays seasonal and to retain customer interest.

"Display Skids"

Fixtures also include so-called "display skids" which almost reach out to the shopper and halt her. They are designed primarily for mass display of merchandise. The "skid," or "bow end," as it is sometimes called, is another major factor in chain merchandising policy; its emphasis is on flexibility. It is used for merchandise of unusual shape or size, for articles that will not stack—traveling bags and vacuum jugs, for example.

The merchandising design of super drug fixtures is premised on the knowledge that we can touch and handle best those items which are displayed at eye level or slightly below eye level. We do not see or handle easily items below knee level.

All fixtures are planned to permit both merchandising and promotional

adjustments. This is necessary inasmuch as chain drug strategy, in large and small store units, involves:

1. *Everyday sales.* These are considered to be the life-blood of mass retailing in all lines. The super drug is no exception. They are designed to bring back old customers regularly and to attract new customers.

2. *Special drives.* These are major events. Anywhere from a few to a dozen or more may be going on simultaneously.

3. *Seasonal promoting.* These are major events.

The aim is to provide the store with an atmosphere of vital energy, or bustling excitement.

Where Supers Locate

Drug chain merchandising strategy also involves a concentration of their super units in and around the peripheral areas of cities with populations of from 50,000 to 500,000. While drug chains are important factors in the largest cities, nevertheless it is noticeable that their newer outlets—almost all of which are of the super type—are being opened in medium-size cities primarily. They have been particularly interested in new suburban locations and there is scarcely a single new suburban shopping center of any note that doesn't boast of at least one super drug store either in existence, or planned.

This piece of merchandising strategy is of vital importance to many manufacturers because it suggests that drug chains are closely following the population trend. It is important also because drug chains, with their locations in the hubs of vital trading areas, actually reach a major share of the country's entire population, even though they are largely absent from small towns.

By way of summary, it may be said that drug chains really aim to develop a new type of department store: a junior department store with as many as 30 departments, with merchandise assortments sensibly limited to demand, with price lines equally sensibly limited to demand, with a fine type of shopping atmosphere, with emphasis on self-service and self-selection—and with the aim of achieving a sound profit ratio rather than simply trading dollars on volume.

Their big concern will be: (1) to increase the average sales check in what may be a drooping market; (2) to cut the time-per-transaction in order to cut costs. That is the sum and substance of their merchandising policy. Manufacturers who have merchandising stories which conform to that pattern will find a reasonably receptive audience in the drug chains.

HOW MANY DEALERS DO YOU HAVE
IN THIS NORTHEASTERN OHIO MARKET?



The Plain Dealer is the *only* Cleveland newspaper giving local advertising support to all your dealers in Cleveland and 26 adjacent counties, including 141* thriving cities. This unique, low-cost coverage of the entire Cleveland 2-in-1 market reaches Ohio's two richest retail markets. Schedule the Cleveland Plain Dealer now for this intensive and extensive coverage of two tremendous *buying* markets.

*Akron, Canton, Youngstown not included.

ALL BUSINESS IS LOCAL



**Marketing Data
for Advertisers . . .**

The Plain Dealer Market Survey department has compiled factual market data for your use. This information, valuable in appointing and locating dealerships, as well as assisting in establishing sales quotas, is available upon request. Call or write today for an appointment to receive this individualized service.

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

THE ROYAL FAMILY OF AMERICAN BUSINESS

[1947-1948]

10 YEARS AND OVER

General Foods Corp.
General Mills, Inc.
Geo. A. Hormel & Co.
The Quaker Oats Co.
Ralston Purina Co.
Colgate-Palmolive-Peet Co.
Lever Brothers Co.
Lamont Corliss & Co.
Procter & Gamble Co.
R. J. Reynolds Tobacco Co.
Wilson Chemical Co.
Gillette Safety Razor Co.
Andrew Jergens Co.
A. C. Gilbert Co.
Lionel Corporation
Standard Brands, Inc.

5 TO 10 YEARS

S. C. Johnson & Son, Inc.
Kellogg Co.
National Biscuit Co.
The Cudahy Packing Co.
W. A. Sheaffer Pen Co.
Lambert Pharmacal Co.

Thos. Leeming & Co., Inc.
Cheesbrough Manufacturing Co.
Wildroot Co., Inc.
Corn Products Refining Co.
Corning Glass Works
International Cellucotton
Products Co.
Walter J. Black, Inc.
Doubleday & Company, Inc.
Unicorn Press
Wm. H. Wise & Company, Inc.
F. W. Fitch Co.
Kraft Foods Co.
General Electric Company
Knox Gelatine Company
Pepsi-Cola Company
Eversharp, Inc.

UNDER 5 YEARS

Ford Motor Co.
Admiral Corp.
The Hills Bros. Company
Walter H. Johnson Candy Co.
Mars, Inc.
Queen Anne Candy Co.
Seven-Up Co.
Sunway Fruit Products Co.

Armour & Co.
Philip Morris & Co., Ltd.
Samuel Goldwyn Productions
Library Guild, Inc.
Motorola, Inc.
Lipton, Thos. J., Inc.
Noma Electric Corp.
Stewart-Warner Corp.
Sterling Drug, Inc.
The Borden Co.
Whitehall Pharmacal Co.
Toni, Inc.
RKO Radio Pictures, Inc.
North American Book Agency
D. Van Nostrand Co.
American Broadcasting Co., Inc.
International Peace Arch Assoc.
John Stevenson
Swift & Co.
Budson Co.
U. S. Time Corp.
Cleveland Welding Co.
Casco Products Corp.
Walt Disney Productions
S. L. Allen & Co.
Norwich Pharmacal Co.
Radio Corporation of America

Puck THE COMIC WEEKLY
The Only NATIONAL Comic Weekly — A Hearst Publication
63 Vesey St., New York 7, N. Y. Hearst Bldg., Chicago 6, Illinois



Copr. 1948, King Features Syndicate, Inc., World rights reserved.

Once again . . . in 1948 as in 1947

Puck

THE COMIC WEEKLY

*smashed all records
with the biggest year
in its entire history...*

Advertising and Circulation



A MERICA'S LEADING ADVERTISERS
BOUGHT PUCK, THE COMIC WEEKLY FOR REASONS
AS VARIOUS AS THEIR OWN OBJECTIVES...

Because Puck is read by more than 18,000,000 adults plus multi-millions of children... because Puck's circulation is concentrated where people, money and sales are greatest...because Puck is able to translate these values into the twin actions of moving goods from dealers' shelves to homes and from storage into family consumption...because, for strong local impact, Puck and its affiliate, the Sunday Comic Section of the Philadelphia Bulletin,

are distributed with 16 great Sunday newspapers from Coast to Coast.

For these and other reasons Puck, The Comic Weekly, one of America's powerful social forces, continues to gain recognition as one of America's most powerful sales forces...move mountains of merchandise every week and deliver, per dollar of cost, two to three times as many readers of advertising as any of America's leading magazines.

ABC's of Market Indexes and How To Apply Them to Sales Problems

BY RICHARD D. CRISP,
Director of Market Research, Tatham-Laird, Inc.

Mr. Crisp throws the spotlight on the versatility of SM's Survey of Buying Power. He shows how you can use Survey data. Each case-study is liberally illustrated with enough how-to-do-it information so you can duplicate the steps.

Part II of an article in three parts.

Sales executives today face an ever-increasing number of basic problems. To solve those problems, they need facts. The *Survey of Buying Power* which SALES MANAGEMENT publishes each May 10 is an encyclopedia of marketing facts. The number of practical sales problems which the *Survey* can help you solve is almost endless.

Contacts with sales executives lead me to feel that the versatility of the *Survey* is often unrecognized. This is unfortunate. It results in a situation in which many sales executives are struggling with problems, unaware that a tool designed to help them with just such problems lies close at hand.

It's about time to throw a bright white spotlight on the potential versatility of the *Survey*. This article has been written to do just that. Its objective is to show you some of the many ways you can use *Survey* data. Each application is illustrated by a specific case-study. Each case-study includes enough how-to-do-it information to permit you to duplicate the steps involved.

1. Are sales opportunities equal?

The first case is based on the experience of a manufacturer selling nationally on a short line of products, largely through department-store and variety-store trade. A new sales manager took over. He found that the company had 12 sales districts. Digging back into the archives, he found that those sales districts had been set up in the middle 30's, using the 1930 Census as a base. An attempt had

been made to have all territories equal in potential, which is to say population. One of the problems facing the new sales manager was heavy salesmanpower turnover in two territories. Men in those territories just couldn't seem to "make out."

Here's what he did: Using the latest available issue of the *Survey of Buying Power*, he had his secretary add up the "% of U. S. A. Potential" figures for each territory. He found that there was a range of *nearly three-to-one* in the sales potential of the largest and smallest territories. One territory had 12.6% of the U. S. potential, against 4.5% in the smallest.

The two territories with excessive turnover were the two with lowest potential (and, incidentally, highest sales-cost ratios). He adjusted his sales-territory boundaries to equalize the opportunity to make sales. It wasn't possible to make all territories exactly equal, but the range between low and high was narrowed so that the top territory had a "plus" rating over the bottom one of *less than one-third*.

This is no suggestion that the way to set sales-territory boundaries is on a statistical basis, or out of the *Survey*. It does suggest, however, that when you've set those boundaries on the basis of all the skill, judgment and experience at your command, it might be a good idea to check the relative potential in each territory before you freeze the boundaries. In setting those boundaries, too, you are likely to find the *Survey* an invaluable source of help. The data on the number of retail outlets of various

types, included in the 1948 *Survey* as a new feature, is especially valuable in studying territorial opportunities and work-loads.

2. Where are your sales soft-spots?

One of the marketing "facts of life" which many sales managers still ignore is this: In any sales operation, the spread between the strongest and weakest sales territory is likely to be great.

In many sales operations, this spread may be as high as 10 or 20-to-1 between the top and bottom links in your sales chain. The *Survey* data makes it possible to *locate your sales soft spots* with a minimum amount of waste motion.

I've had an opportunity to analyze the sales of a great many companies, selling all kinds of products. Those companies all had one thing in common: Prior to the sales analysis, none of them had a planned program for narrowing the gap between what they *were* selling and what they *should have been* selling. The variation in sales yield between top and bottom territory is simply amazing. The company which had done the best job I've ever seen of keeping sales volume in line with potential was doing *three times as good a job in its best territory as in its worst*. Many companies have a spread of *more than 20-to-1* between the top and bottom links in the sales chain. That kind of an unbalanced selling job increases sales costs. The time to correct such a situation is right now.

Here are the simple steps involved:

1. Using a general market index from the *Survey*, determine the percentage of your national potential in each territory.
2. Multiply that percentage by your total sales volume to calculate the *sales par* for each territory.
3. Divide *actual sales* by the *par* for each territory, to get an index of your sales performance in each territory.
4. Subtract your *actual sales* from

SAN FRANCISCO HAS FOUR GOOD DAILY NEWSPAPERS

BUT San Franciscans prefer The San Francisco Call-Bulletin. Among the four dailies, The Call-Bulletin has the largest circulation in the city of San Francisco.



119,448 San Francisco Families Prefer The Call-Bulletin

OTHERS who prefer the Call-Bulletin:
DISPLAY ADVERTISERS

The Call-Bulletin leads the dailies in Total Display lineage.

RETAIL ADVERTISERS

Top San Francisco daily in Retail lineage is The Call-Bulletin.

DEPARTMENT STORE ADVERTISERS

The Call-Bulletin again is first in this important classification.

GENERAL ADVERTISERS

The Call-Bulletin is first among the dailies in General lineage.

MOLONEY, REGAN & SCHMITT

Naturally! They're our national Reps. Call 'em for more data.

THE SAN FRANCISCO CALL-BULLETIN

par for each sub-par territory, to find out the size of your dollar deficit—the number of dollars of sales which separate the job you did in each territory from a just-average job in that territory.

To illustrate with an example, see chart on this page.

Note how this approach spotlights the priority-number of your problems. In the example shown, Chicago has a larger potential and larger actual sales than Cleveland. Both Cleveland and Chicago are below-par. Because Cleveland is further below-par, the deficit—the target of remedial action

How to Measure Territorial Variations in Sales Performance

(Assumed Company Volume in Year Analyzed: \$10,000,000)

Territory:	Cleveland	Cincinnati	Chicago
% of U. S. Potential	5.324%	4.333%	8.791%
Sales "Par"	\$532,400	\$433,300	\$879,100
Actual sales	\$330,620	\$446,304	\$721,741
Index of sales performance	62	103	82
"Deficit"	\$201,780	—	\$157,359

—is substantially larger in Cleveland than in Chicago.

In using a general market index, the possibility always exists that the index may not fit your product exactly. Unless you are aware of definitely "un-typical" market patterns, however, it's sound practice to use a general index and work toward a specific one which fits your market patterns more closely. If you concentrate on the territories *with the largest deficits*, you'll be "on track." Part, but only part, of the deficit may reflect a bum "fit" of the index. You're pretty sure to be working on a real problem when you give your big-deficit territories top priority.

3. Are you using sales quotas as a control tool?

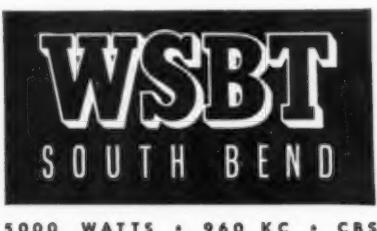
Once you have found your sales soft-spots as outlined above, you can begin to set your sales quotas on a more realistic and objective basis. You can use the sales quota as a sales-control tool, to improve your low-performance territories. Here's how that works. Suppose that you have 10% of the industry volume nationally. Where your sales-performance level is around 100, you have about that same size slice of the market.

Where your sales-performance level is down around 50 or 60, your market share is around 5% or 6%. You can hold the carrot in front of the donkey by setting your sales quotas a little higher in low-performance territories than in high-performance territories. This has the effect of narrowing the spread in your sales performance between your best and worst territories.

This is not just a statistical trick; it has real firing-line sales validity. Where you have a smaller share of the market, your volume is further below the ceiling than where your present share is very large. Therefore, your target is larger—that target being the *unsold* potential, or the po-

No other station—
Chicago or elsewhere—
COVERS
South Bend . . .
only WSBT does that!

Sure, other stations *can* be heard in South Bend—but the audience *listens* to WSBT! This station always has been, and still is, the overwhelming choice of listeners in the South Bend market. No other station even comes close in Share of Audience. Look at any South Bend Hooper for convincing proof.



PAUL H. RAYMER COMPANY • NATIONAL REPRESENTATIVE

tential sold by competition. The larger your share of industry volume, the more important this is. A company selling paper specialties on a market-by-market basis found its sales volume slipping. Analysis of sales in relation to potential revealed that the company was suffering from greener-grass-itis. It was neglecting markets in which it had a toehold, in favor of new markets.

The salesmen felt they'd gone about as far as they could volume-wise without tackling new markets. Analysis revealed that sales were strongest where the company's market share was highest; that sales declines occurred primarily in low-penetration markets. Quotas had been set by territories, but not by markets. After analyzing sales performance by markets, market quotas were set which reversed this trend quickly.

4. Is sales effort properly allocated within individual territories?

One of the most important applications of *Survey* data is at the level of the district manager, or even down to the sharp salesman who's headed for a district-managership. Given a territorial unit, such men face the task of deciding where to apply effort first, where second, and in what proportion. *Survey* index figures for individual territories permit a salesman to be "sales manager of his territory." They permit him to allocate his time and effort in proportion to opportunities, at the same time that they provide important on-the-job training for increased responsibilities. I have found uniformly that the companies which are making the most effective use of the *Survey of Buying Power* are those which see that the figures on each territory are forwarded, in easily understandable and usable form, to the men in the field who need them most.

Incidentally, many sales executives do not realize that general market indexes like those in the *Survey* can be used effectively within a region, even where the index doesn't fit the national market pattern. I know a sales manager for a firm selling a consumer product with a heavy concentration of volume in the Southwest.

He was having difficulty setting quotas by territories on a realistic basis in that area. I recommended the *Survey* as a guide; he said it wouldn't help, because the consumption in the Southwest was so high that the national potential figures didn't apply. I pointed out that regional consumption variations are usually relatively uniform within a region, except where they are inter-

related with city-size factors, and so on. Therefore, the index figures from SM's *Survey* could be used in setting the relative values of Tulsa vs. Oklahoma City territories, despite the fact that they would have badly understated Tulsa and Oklahoma City sales opportunities if they had been used in comparison with other markets outside of the region.

5. What does a test mean?

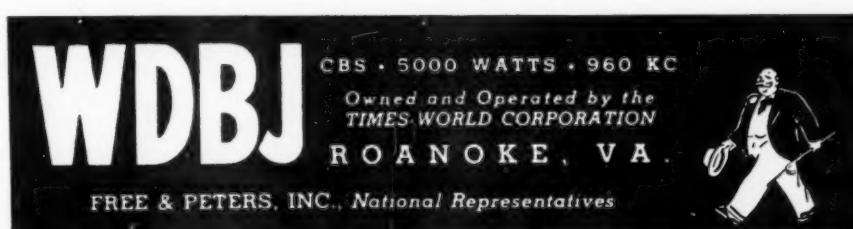
Sales executives are placing increasing reliance on market tests. One of the most difficult aspects of market testing is the problem of projection. Suppose you ran a sales test in three markets, and sold x dozens of this product, or x dollars worth of that one. What does that mean in terms of the national market? Using potential figures on the markets you used in the test, from the *Survey*, projection isn't difficult. Sometimes you may convert your sales into units-per-thousand-population, or units-per-thousand-families, or you may relate

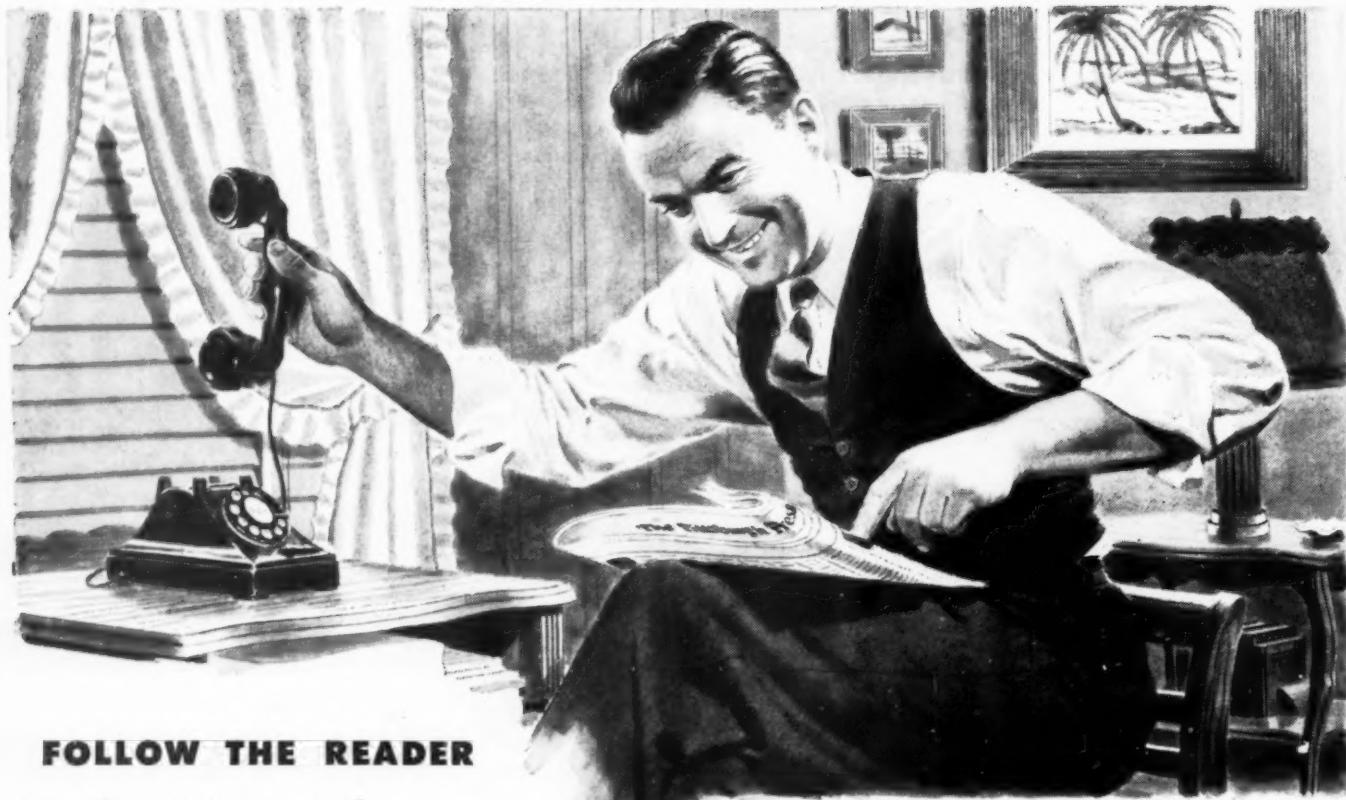
the dollar volume to retail-sales dollars. A small-scale test makes it possible for you to evaluate proposed changes without losing your shirt in the process; and SM's *Survey* is a real help in developing the interpretation without which a test is meaningless.

Those five applications of the *Survey of Buying Power* suggest some of the ways in which that tool can help the sales manager with his day-to-day problems. There are many other applications. Add them up, and you have a long list of reasons why SM's *Survey* is a desk-book with so many sales managers. Their jobs would be much more difficult without it—and don't think they don't know it! Yours can be less difficult, if you'll learn to let the *Survey* help you with your fact-problems.

In Part III, to be published in SM, Jan. 15, 1949, Mr. Crisp focuses on problems of sales potential, advertising allocation, tailoring of advertising to markets on a city-size basis, and checking for inadequate advertising coverage.

SOUTHWEST VIRGINIA'S *Pioneer* RADIO STATION





FOLLOW THE READER

to advertising results

in Pittsburgh

... ADVERTISE IN

THE PRESS

Pittsburgh newspaper readers *know* their newspapers—they know *which* newspaper has greatest pulling power. This firsthand knowledge is the only guide Pittsburghers need, know or care about when they want to sell a washing machine or get a better job. They place their ads where they *know* they'll get results. Just check Pittsburgh classified advertising volume and you'll find more classified ads appear in The Press than in the other two newspapers combined.

Classified ads are the toughest test of a newspaper's ability to get results. Each advertiser knows immediately how much his ad has pulled. Day after day, year after year, Pittsburghers find that The Press does the best selling job for them.

REPRESENTED BY the General Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



The Pittsburgh Press

No. 1

IN PITTSBURGH—IN CITY CIRCULATION—IN CLASSIFIED ADVERTISING
IN RETAIL ADVERTISING—IN GENERAL ADVERTISING—IN TOTAL ADVERTISING

NUMBER OF CLASSIFIED ADS IN PITTSBURGH NEWSPAPERS

11 months—January through November, 1948

THE PITTSBURGH PRESS	Percent of Total
(daily and Sunday)	914,320 65%
Second paper (daily and Sunday)	277,186 20%
Third paper (daily only)	217,178 15%

During the first eleven months of 1948, The Pittsburgh Press carried 65% of all classified ads—57% of all classified lineage—appearing in all three Pittsburgh newspapers.

This is the best proof you can get of advertising results in Pittsburgh. Use it when you place advertising here. Sell the big Pittsburgh market at lowest cost per sale through The Press.

Your Press Representative can give you all the facts and figures you want about the Pittsburgh market. Every Scripps-Howard Representative is a Press Representative.

Tips



"I Want to Know About the Electric Industry"— How does the U. S. rank in world production of electricity? How do present electricity sales compare with pre-war? Who uses how much? Who owns the electric industry? Where do revenues come from? Where do they go? How many employees and what do they earn? These and seventeen other questions are answered in this booklet issued by the Edison Electric Institute, trade association of electric light and power companies in the U.S. They're the 24 questions most frequently asked the Institute—and the answers comprise market information useful in many industries. Based on national statistics, the material is derived largely from the EEI's annual *Statistical Bulletin* and publications of the Federal Communications Commission. Interesting item: Although the U.S. has but seven per cent of the world's population, it produces about 45% of the world's electricity; Russia is second, generating about eight per cent, while Canada is third with seven per cent. Send your request for a copy of this informational brochure to the offices of the Edison Electric Institute, 420 Lexington Ave., New York 17, New York.

"Opinion Research as an Aid to Public Relations Practice"— The text of an address by Fred L. Palmer of Earl Newsom & Co. at a round-table discussion at the International Conference on Public Opinion Research. It arrived with a "Post-Election Note" tucked in the fly-leaf, pointing out that "The errors of the pollsters in the election year 1948 should remind us how often they have been right in the past and how important it is to business, industry, and all who must deal intelligently with public opinions, that opinion research achieve increasing accuracy in the future." Mr. Palmer offers five concrete suggestions for achieving this accuracy. Send inquiries concerning the booklet to Earl Newsom & Co., 597 Madison Avenue, New York, N.Y.

MEET DEADLINES . . . KEEP DATES!

MEMO-DATE CALENDAR

**15 MONTHS
EACH MONTH AT-A-GLANCE!**

**PLUS TESTED DIRECT MAIL \$ 1.00
IDEAS AND POSTAL GUIDE**

Here's a new calendar for advertising and business executives, copywriters, production and promotion men! It's designed to note dates, deadlines, engagements for a full month at-a-glance. Fifteen months. Sturdy 10x12 pages, spiral bound for easy flipping. Each day boxed off with space for notations. Plus small calendars of 2 previous and 4 following months on each page.

Valuable Direct Mail Guide Included

The backs of each calendar page list concrete ideas and money saving methods developed by the outstanding direct mail users in America. Devices to improve attention value—ratings of reply devices—ranking of colors, reproduction processes, etc. Report on new postal rates, method of "cleaning" lists, also included. *Dozens of tested,*

known facts based on millions of mailings.

Unique Money-Back Guarantee

This is not a money-making proposition. We couldn't afford to package and mail this calendar for \$1. We're doing it because our name and services appear on the calendar and it may serve as a reminder to "call on Mailings Incorporated for mailing lists."

Just clip one dollar to the coupon. Try the Memo-Date Calendar for a month. Study the direct mail recommendations. Then, if you find the Calendar isn't well worth the one dollar you paid for it, *don't return it, keep it*—notify us that you want your dollar back—no explanation necessary—and your dollar will be refunded without question.

MAILINGS Incorporated

25 West 45th Street, New York 19, N.Y.

MAILINGS Incorporated

25 West 45th St., New York 19, N.Y.

Send me _____ Memo-Date Calendars at \$1 each for which remittance is attached. If not completely satisfied, I will keep the Calendar, notify you within 30 days and the full purchase price will be refunded.

Name _____

Company _____

Street _____

City _____ Zone _____ State _____

Seedy Selling At Retail: What Parker Is Doing About It

BY DAVID H. GULLETT

Divisional Sales Manager,
Parker Pen Co.

Far too many potential sales "die on the vine" at the retail counter. Parker Pen Co., viewing this appalling waste, decided to spend \$200,000 on a retail training plan. They call it one of the wisest investments they have ever made.

If all readers of SALES MANAGEMENT decided to buy a new fountain pen tomorrow, we of the Parker Pen Co. could foretell with a high degree of accuracy what percentage of this reader group would intend to select Parker. Actual purchase records, however, would vary from any forecast.

What determines the preference? And what creates the variable? We feel, like most manufacturers, that preference is determined by quality built into the product, previous satisfactory experience with the product, the company's reputation, and its national advertising.

But, getting back to the variable of how many of you would actually buy the Parker "51," X %, conditioned by the forementioned factors, would be ready to pay their hard-earned dollars for that "51." Upon entering the store, something often happens and Y % actually buy. The difference is determined by the biggest unknown factor—the salesperson behind the counter.

The Determining Factor

Unquestionably, the salesperson wields a tremendous influence on our buying habits—not only on whether we buy, but what we buy. This presents a clear challenge to the manufacturer, for if Mr. Consumer is vulnerable, then so is he.

Obviously, it behooves the manufacturer to enlist the support of the retail salesperson. How, then, can this best be done? Well, we have found there are broadly five ways: through entertainment, gifts, salesmen and dealer contacts, and a planned program of training.

We called a sales department huddle early in 1946 to chart a course of action. We found at the time the

will to sell and the skill to sell were at a low ebb. Post-war indifference, inexperience and lack of enthusiasm among salespeople in a sellers' market were ample evidence of the need for training.

Why Sales Training?

We discarded the first four methods of inducing salesmanship and came to the decision of whether or not to "gamble" to the extent of \$200,000 for a sales training program. In these days of low returns on dollars expended, such an outlay required considerable thought before determining whether the odds were favorable. However, after the first six months' experience, we found that a retail sales training program was a gamble on a sure thing.

Before carrying this any further, let me assure you that the resultant retail sales training program was not a dull and complicated affair that had the ingredients of a sleeping potion. Nor was it a correspondence course or inspirational book.

In its abridged form, it is a one-day school based on four motion pictures and eight slide films, produced by Parker at a cost of \$152,000. The Parker Pen Co., incidentally, limited itself to a relatively minor part in the entire production.

We placed emphasis on general salesmanship and allowed a small period of time to explain proper techniques in selling the Parker "51" pen, Superchrome and Quink inks.

Included is a short film about the Parker Pen Co. itself. This demonstrates to salespeople who handle our merchandise the way we stand behind our product, through research and testing, in sales appeal, through design, advertising and special services to dealers and their employees.

In establishing a training program on general salesmanship, we felt that not only would sales of Parker products be stimulated, but that retail trade in general would receive direct benefits.

A letter from one of our Cincinnati dealers lends authority to this. He wrote: "My sisters, my brother-in-law and myself took the course. We got a lot of good out of it and I know definitely I clinched a \$125 Lord Elgin sale the following day through the training I received from your course. Just thought I would pass this on to you, and thanks again for the fine program."

"New Look" for Selling

There is no mystery in our training program. Through visual means, however, we have taken the tried and true principles of hard selling and presented them in such a way that they acquire an appealing freshness.

The technical work was done in consultation with C. R. Ballard, vice-president of Frank Lewis, Inc., Chicago film producers. Elmer Wheeler appears in trailers on several of the films, introducing the subject of sales training and summing up the important points of salesmanship.

The titles of the four slide films used in the program give a definite idea of subjects covered. "How You Talk" shows sales personnel that it's not only what you say but how you say it that means a won or lost sale.

The factors that make one salesman a success and another a failure are told graphically in "Road Signs to Your Future." The importance of good sales manners is described in "Your Manners Are Showing."

Throughout the program we have applied what those of us at Parker

have come to know as the 10 commandments of good salesmanship. These are simply:

1. Be pleasant, cordial, friendly.
2. Don't argue.
3. Let the other person talk.
4. Don't contradict.
5. If you take the opposite view, first admit that the other person may have a good point.
6. Tell a complete story.
7. Be attentive.
8. Be enthusiastic.
9. Know what you are talking about.
10. Find something to admire in everyone.

The old adage that "there's nothing new under the sun" comes very much to mind. We have developed no new theories about the art of selling because there is nothing wrong with the old ones. Our experience has shown that they simply need to be revitalized.

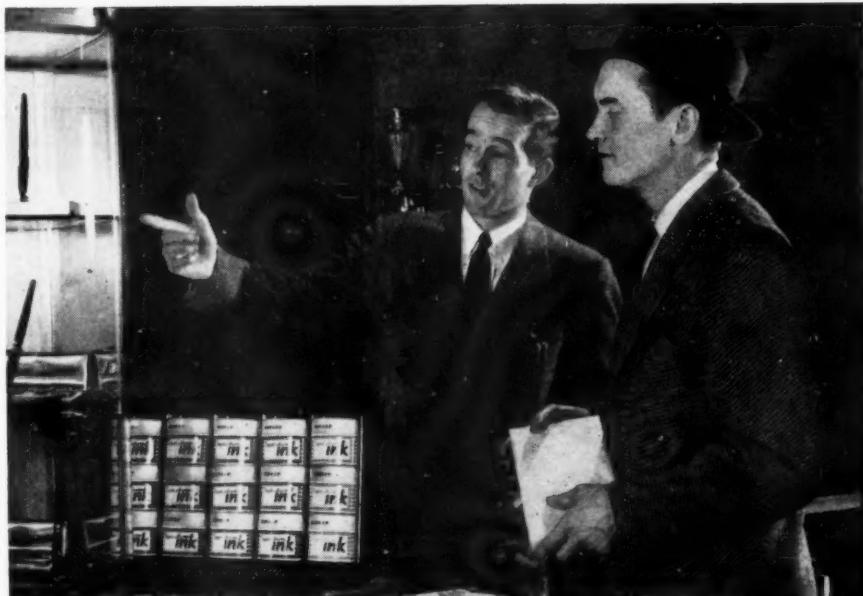
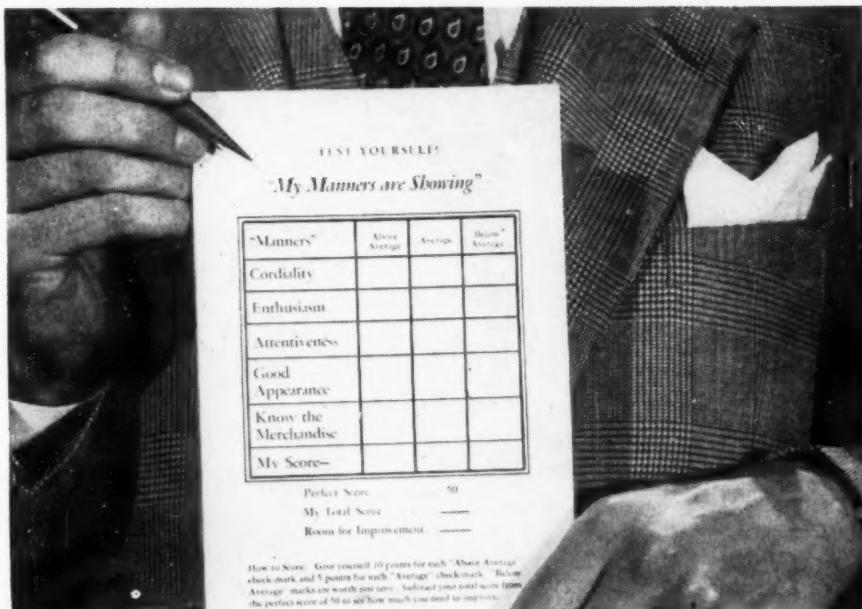
Before the sales training program

OLD WINE, NEW BOTTLES: Parker's film training program embodies nothing new or revolutionary. It's based on ten simple principles of effective salesmanship. Shown here are stills from two of the pictures.

(Top) The salesperson is well-groomed, pleasant, attentive and enthusiastic. The scene is set for a sale. The film "Your Manners Are Showing" points out that good salespeople face the public with confidence in their abilities and factual knowledge of product they are selling.

(Center) A self-grading manners chart is an important feature of this same film. The chart, included in an accompanying manual, is scored on five points by the salesperson with the help of the film narrator.

(Bottom) The film on "How to Sell" points out that once salespeople are sufficiently grounded in principles of good selling, much friction between public and salesman is eliminated.



"went on the road," we were, of course, immensely interested in gaining the opinions of the people on the selling side of the counter. A pre-testing was carried out in a city nearby our Janesville, Wis., headquarters, where representatives of eight retail establishments enrolled. In all, 23 people attended the first sessions of the training school.

Dealer Reaction

"I was agreeably surprised," one stationery department buyer declared. "I have never seen anything quite so complete in the way of retail sales training. It turned out to be so well presented that I sent my salespeople over for half-day sessions.

"The salespeople learned much of value in the matter of handling customers and selling goods. I would say that Parker has produced a superior sales training program."

A salesperson who handles a large pen department said that she not only received valuable suggestions for displaying items, but also gained a new feeling of confidence in her ability to meet people and to sell.

"Learning about the products I sell was an interesting experience," she said. When it was suggested to her that some might object to any product "plugging" in a sales train-

ing film, she said: "For the first time I had an opportunity to see how fountain pens are made and what materials and workmanship go into them.

"My first reaction was that I would like to go to the factory and see the whole process of pen and ink manufacture."

Another stationery store salesperson, who attended the entire session, pointed out: "What I think is an outstanding feature of this sales training program is that it not only teaches techniques in selling fountain pens, but it is terrific as a course in the art of selling any other product."

"Lend Lease" Program

Voluntary testimonials like this, plus an avalanche of mail from dealers, salesmen, salespeople, buyers and store owners, have done more than anything else to convince us of the inherent value of a visual sales training program.

At the same time, we know that the number of salespeople who can be spared to attend the school is limited.

To answer this problem, we devised a plan whereby important parts of the program were "lend-leased" to large stores or groups interested in using it for a store-wide training program.

In return for this service, Parker asked only that the pen department personnel have an opportunity to see the films first before the showing was made on a store-wide basis. We believe so much in the good-will this program produced that we asked stores to pay only one dollar per month for one year for the use of the material.

This informal agreement could be canceled at any time. This project enabled Parker to take further advantage of the training program at only the comparatively small cost of replacing used films and recordings.

Parker officials long since have been assured that the entire project was a complete success. Up to this time some 300,000 salespersons throughout the country have seen the show.

Selling With Confidence

James N. Black, vice-president and general sales manager, was one of the Parker officials most instrumental in the program's creation. "It was our desire," he said, "to put together a modern, up-to-date sales training program which would give salespeople a better understanding of their profession and provide a solution to the many problems with which they are faced.

"We think that one of the reasons for discouragement on the part of people who sell behind counters is that they are not sufficiently grounded in the fundamentals of selling. This program was established simply to give them a recipe—to outline the ingredients that go into the success of a salesperson.

"Once this is acquired—when people are shown that good salesmen are made, not born—a new confidence will come to the men and women who face the public in retail stores.

"With this confidence and faith in their abilities, much of the friction between the public and the salesperson will be eliminated."



CORRECTION: Page 68, December 1 SALES MANAGEMENT. The caption under the cuts accompanying the article "Pacific Mills Nurses a Step-child Product to Volume and Profits," Part II, should have read: Can you tell which ad pulled more? They were both run in the same magazines but on different dates. The "practical" one on the right (not left) brought nine times as many inquiries in mass magazines, best results from all class magazines.



Lithography by STECHER-TRAUNG



Full Color NEED NOT BE EXPENSIVE!

Whether you deal in television or textiles, tomatoes or tangerines,
trousseaus or trailers—you'll find that

Lithography by STECHER-TRAUNG is the perfect, economical answer to the
"call to colors" in today's advertising. Sparkling, top quality

FULL COLOR lithography, as produced by Stecher-Traung, brings
you welcome sales increases *easier, more economically, and more surely!* Get the
facts now— learn how you, too, can enjoy the advantages of color in your
sales and advertising material *at big savings in cost!*

P. S.—Now on the presses! A valuable book entitled "How To Save Money on FULL COLOR Lithography"—a helpful
guide in preparing full color advertising material. Write for your free copy!

STECHER-TRAUNG LITHOGRAPH CORPORATION

Rochester 7, New York • San Francisco 11, California

BRANCH OFFICES

Baltimore, Boston, Chicago, Columbus, Harlingen, Los Angeles, Macon,
New York, Oakland, Portland, Sacramento, St. Louis, Seattle

Specialists in
FULL COLOR

ADVERTISING MATERIAL
LABELS BOX WRAPS GREETING CARDS
SEED PACKETS FOLDING BOXES
MERCANDISE ENVELOPES AND CARDS



NOT SO LITTLE DAVID: Eastern sellers going into Los Angeles will buck such strong local brands as White King soap, Ben Hur coffee, C & H sugar & Tree tea.

An Appraisal of Sales Opportunities In the Los Angeles Market

BY HAL STEBBINS and FRANK McKIBBIN
Honig-Cooper Co.—Advertising

The eccentric behavior of many of its residents has obscured the growth of Los Angeles into America's No. 2 market in retail sales. Here is a quick review of the cold turkey statistics on the size and quality of this market.

Los Angeles is like a son. You keep thinking of him as a kid—a frolicking youngster who has shot up like a reed but is a long way from maturity. One day he quietly announces: "Dad, I'm going to get married."

At that moment you realize tomorrow is here. The kid is no longer a kid—he's a man; a man full-grown, with a mind and a mood of his own.

Los Angeles is not only a full-grown man—it's a giant of a man, big, broad-beamed, head in the sun, feet on the ground.

True, the Angelic City is by all odds The Screwpot Town of America. It is the home of the sun-kissed orange and the moon-kissed bathing beauty; the home of colossal movie

sets and super-super markets; of the drive-in; of Aimee Semple McPherson; of the long-hair, the short-change artist, and whatnot.

There are more freaks, more fadists, more cultists, more half-baked citizens in Southern California than in any comparable area in the Nation. There are more extremes, more specimens of the sublime and the ridiculous, more Okies and Arkies, more slack-happy folks, more star-gazers and hero-worshippers. But when you sum it up and simmer it down, *markets are people**; markets are places where people buy. And there are

* This entire article deals with Los Angeles as a consumer market—not an industrial one.

also more and more people coming here to live—housing or no housing, job or no job, tycoon or tramp.

You can't run away from facts. Within the past nine years**, Los Angeles City has moved from sixth to third place in bank debits. In the process it has passed Detroit, Boston, Philadelphia—and these cities are not suffering from pellagra, either. In bank debits, in population, in income, in all-around growth, the Los Angeles market today rates No. 3 in America. And in *retail sales**** it's even better than that: It's America's No. 2 market.

California has become not only a magic *climatic* word but a magic *cash-register* word. Proof? Some of the smartest merchandisers in America have installed "California Shops" in their specialty and department stores. The California label is an important *plus* in selling almost every

** Security First National Bank estimate.

*** SALES MANAGEMENT Survey of Buying Power 1948 estimate of total retail sales by counties.

conceivable item, from a swim suit to a salt shaker. It is a commercial passport with glamor and allure, a magic carpet to merchandising success.

As a reflex effect, some of the most imaginative and inventive brains in America have been attracted to California — notably Southern California. Because they find here a mode of living both leisurely and stimulating, a pattern of life the rest of America is eager to emulate, these pace-setters in styling soft goods and hard goods are making Los Angeles their home.

We must remember, too, that Los Angeles is unlike any other major market in the United States. *It is a city with a disappearing center.* Downtown Los Angeles looks like the business district of an area with half the population. Yet Los Angeles today is brimming over with some 4,089,742† people covering some 1,500, square miles—and growing, growing, growing at a rate that has even the City Fathers worried.

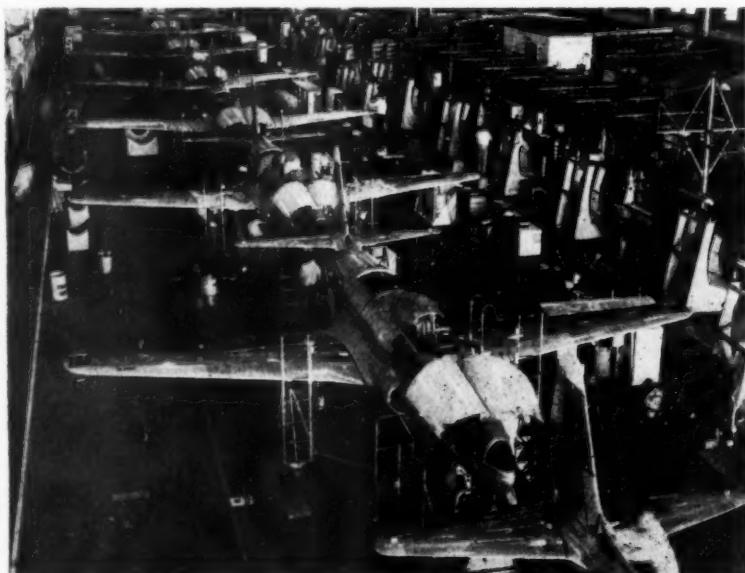
Moreover, the fantastic spread of the Angelic City's wings is shown by the decentralization of Los Angeles retail business. In 1929†† Downtown Los Angeles accounted for one-third of the retail business in Greater Los Angeles. Today it does only 12.5%. There are three outlying districts, each of which does more busi-

† Regional Planning Commission estimate for January 1, 1949.

†† Los Angeles Times Research Division estimate.

DISTRIBUTION CENTER:

This is one of the wholesale markets in the produce district in L. A.



SUNSHINE AND AIRPLANES: Lockheed's F-80 jet fighters (above) and pipe lines taking oil from the Richland refinery (left) contribute to the industrialization of the Los Angeles area but pose for civic officials the same kinds of problems that confront the industrial cities of the East.

ness than does the downtown area.

Around the turn of the century the young movie industry chose Los Angeles County for its home because of the "pure, untainted, smoke-free air that made year 'round photography easy." Today one of Los Angeles' major problems is elimination of smog created by thousands of new industrial smokestacks. Los Angeles for the first time faces the same problem that has plagued industrial cities such as Pittsburgh, St. Louis, etc. And nobody has yet come up with the right answer.

Newcomers to this market are being assimilated at the rate of 17,250††† per month. Their very newness, the necessity for scratching around and digging in, their willing-

ness to accept change, in themselves reflect a mental attitude important to marketing executives. It shows they are open to change, to progress, to new faces and places, to new products and labels.

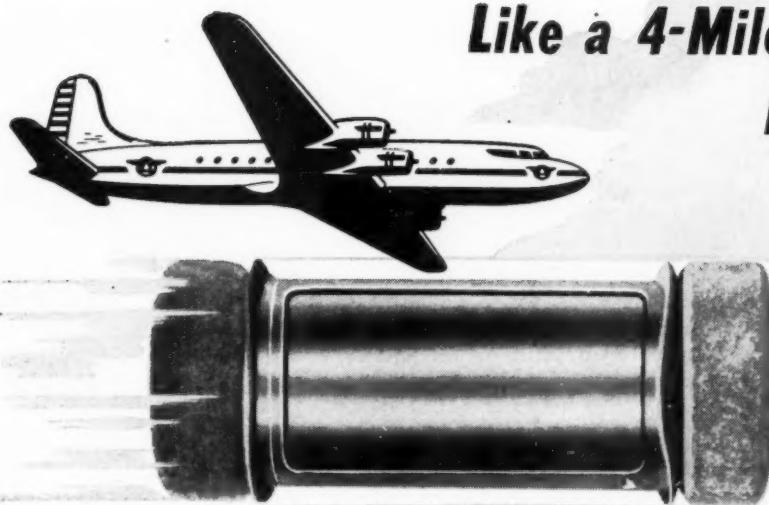
They will meet for the first time Ghirardelli Ground Chocolate, Ben Hur Coffee, Tree Tea, C & H Sugar, Hydro-Pura, Santa Fe Cigars, White King Soap—all top quality products, strongly promoted. Promotion by such western companies as these must vie with eastern brand promotion in Greater Los Angeles to determine the future buying course of these new Angelenos.

Already the battle of the brands is on. Strong national companies, strong local concerns, are pouring more and more advertising dollars into this market—either to establish themselves for the first time, increase

††† Los Angeles Times Research Division estimate.



**Like a 4-Mile-A-Minute
Pneumatic Tube**



with a 7000 lb. Capacity

Delta Air Freight

TO and THRU the SOUTH

You pop a container into the tube, there's a swoosh of air and it's there. Delta Air Freight is just like that—like a pneumatic tube system from your shipping dock to cities of the South. Except that 7,000 pounds rides in the cargo bins of Delta DC-4's, traveling straight as a wire strung taut and saving time at 240 miles per hour.

These big DC-4's fly south on fast schedules from Chicago, Cincinnati and Detroit*, and across the South from Dallas-Fort Worth and western connections. Special all-cargo planes shuttle between Chicago and Dallas, serv-

ing Cincinnati, Atlanta, Birmingham and New Orleans en route. With the "Flying Freighters" and high frequency of passenger flights carrying cargo, you get fast dispatch.

As for economy, all you have to do is compare the rates. Delta rates have come down and down, while surface rates were going up. Now you can save days and dollars both, via Delta. Here are typical rates; compare them and travel times with any other means and you will see the savings.

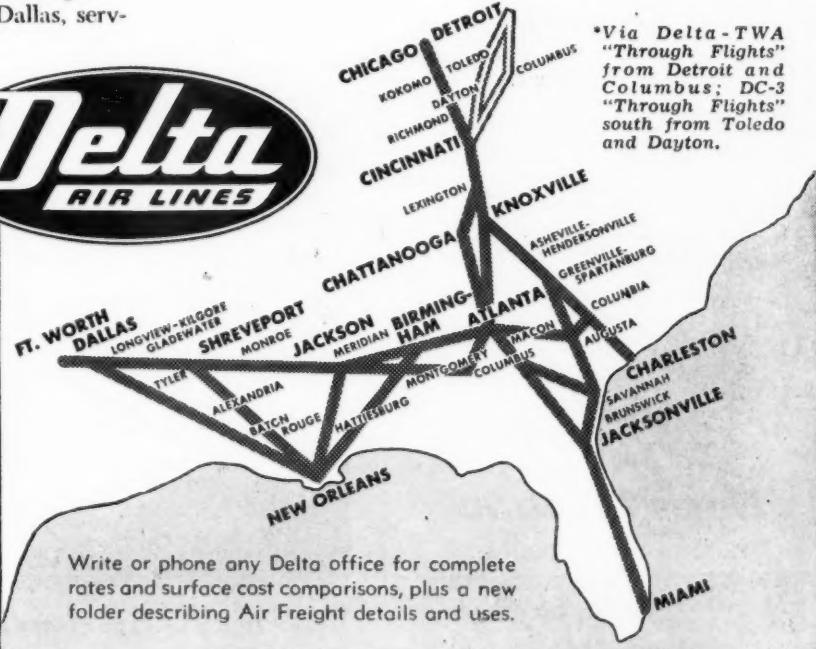
General Offices: Atlanta, Ga.



Delta Air Freight Rates
per 100 pounds between:

Chicago-Cincinnati	\$3.07
Cincinnati-Atlanta	\$4.55
Atlanta-Chicago	\$6.55
Dallas-New Orleans	\$5.05
Cincinnati-New Orleans	\$8.00
Chicago-New Orleans	\$8.95
Fort Worth-Atlanta	\$8.00
New Orleans-Atlanta	\$5.05

Delta Air Freight Takes
A Load Off Your Mind



Write or phone any Delta office for complete rates and surface cost comparisons, plus a new folder describing Air Freight details and uses.



FIRST: The Tacoma-Seattle retail trading zones—the "Puget Sound Circle"—account for 55% of Washington State's total business volume. You must have *full* impact in this market—and you get that impact *only* when Tacoma, too, is effectively covered.

SECOND: Effective Tacoma coverage can't be had with outside newspapers. Facts prove: in Tacoma, the News-Tribune *alone* can do the job.

See These Tacoma-Pierce County Daily Coverage Figures!

THE TACOMA NEWS TRIBUNE 80%

Second Tacoma Paper 50%
Seattle Morning Paper 9%
Seattle Evening Paper 3%

THE TACOMA NEWS TRIBUNE

The TACOMA News Tribune
Represented Nationally by
The Sawyer, Ferguson, Walker Co.

on the air too
KTNT-FM

their standing, or just hold their own. Remember: National brands may lead in all national surveys, but many a local survey shows amazingly well entrenched local brands.

Well posted marketing men point to New York City as a market so hard to crack, to establish profitable sales, that many companies sidestep it. They point to Los Angeles (now second only to New York City in retail sales) and they assert that those brands which establish themselves today—cost what it may—will buy for themselves a consumer franchise that cannot be won by millions of dollars spent here a few years hence.

Barrage Begun

Now the eyes of American sales managers are focused here. The selling guns of America's richest corporations are trained on Los Angeles. They are beginning to blast into this market with such impact that complacent businesses will find themselves backed off the map.

Even the manufacturer who has grown up in Los Angeles can scarcely realize what has happened in his own front yard. So why expect a manufacturer several thousand miles away to see the picture clearly? Almost every business set up here 10 to 15 years ago has found more people at its doors, more dollars in its till, more goods going over its counters and out of its warehouses. The natural conclusion is that their business is showing a steady, healthy growth. *But is it?*

In 1939 one local company with a grocery product accounted for over 40% of the business in its particular field. Today they control scarcely 12%. Yet their business is good. They have expanded their facilities. But now they control only *one-eighth* of the business instead of nearly *one-half*. As a result, they are much more vulnerable to competitors.

Los Angeles today is a huge market absorbing huge quantities of goods. Competition is brisk, but sales curves are all going up. So few realize how they *actually* are doing in relation to the whole.

The simple, sober truth is this: Many are losing ground even as they pat themselves on the back for setting new sales records. On the basis of population increase alone, Los Angeles County business should be up 46.8%§ in unit volume today compared with the amount done within the same limits in 1940—only eight years ago.

Dollar sales figures should nearly double because of current devaluation. But if unit volume on any commodity sold in this area has not kept pace with the above increase it has lost ground. Since people are buying more and better of everything, these figures are ultra-conservative.

In 1890 the cities of Los Angeles and Des Moines were brothers in size. Both had a population of slightly over 50,000*. A January 1, 1948, estimate for Des Moines gives it a 196,200† population. By January 1, 1949, Los Angeles will have outgrown its "little brother" to reach an official 2,008,580** inhabitants. This is far short of representing the market because of the inhibiting nature of corporate city limits.

That's why the story of Los Angeles is not that of a city, for the city limits of Los Angeles merge unnoticed with a dozen other municipalities to form the Los Angeles market. This takes in little more than

§ Based on Regional Planning Commission's population estimate for October, 1948, compared with 1940 Census.

* Department of Commerce "Statistical Abstract of the U. S. 1946."

† SALES MANAGEMENT Survey of Buying Power 1948 estimate.

** Regional Planning Commission estimate, January 1, 1949.



DISAPPEARING MARKET CENTER: Outlying sections of Los Angeles, and such suburban shopping centers as Bullock's Pasadena (above) do more business than the downtown area.

A Sales Promotion Technique*

FROM THE FILES OF CONSOLIDATED LITHO



Developed in collaboration with
Mr. JOHN J. SCHWED,
Advertising Manager of
Kinsey Distilling Corporation



PROBLEM: In a nutshell—the launching of a new advertising campaign and new labels for *Kinsey Gold Label* and *Kinsey Silver Label*—and how to promote them most effectively at the point of sale.

APPROACH: The extensive magazine and newspaper advertising planned for the new campaign featured the figure of a golden knight for *Kinsey Gold Label*, the same figure clad in silver armor for *Kinsey Silver Label* and the slogan, "That Noble, Noble Flavor!" Utilization of these symbols and the slogan was an obvious "must"—but armored knights like these are "scene stealers" of the first order. *The product, the brand name and the new labels*, therefore, required sufficient dramatization and prominence to hold their own with the known visual appeal of the advertising theme. The repetitive set-back arrangement devised

to carry the product depictions and the individual letters in the brand name provided the requisite balance in emphasis and added a note of pleasing formality. This design was used with telling effect in colorful window and counter displays for both *Kinsey Gold Label* and *Kinsey Silver Label*.

RESULTS: These specially designed displays merchandised the big ad campaign efficiently and successfully at the point of sale. Recognizing how well these units harnessed Kinsey's national advertising, pouring spots and package stores welcomed these displays—and the extra Kinsey sales they created.

MORAL: If you've seen nothing but stock answers to your point of sale problems—be they old or new—try Consolidated, the lithographers who make a specialty of ingenuity. If you wish a representative to call, write or phone our main office.

CONSOLIDATED Lithographing Corporation

1013 GRAND STREET, BROOKLYN 6, N.Y. Evergreen 8-6700

*SALES PROMOTION TECHNIQUES is the title of an interesting and provocative booklet published regularly by Consolidated Litho in the interest of helping management develop more effective promotional material. If you'd like a copy of the latest issue, write to our Dept. S.3.



STEBCO Tufide

(T. M. REG.)

ACTUALLY OUTWEARS LEATHER

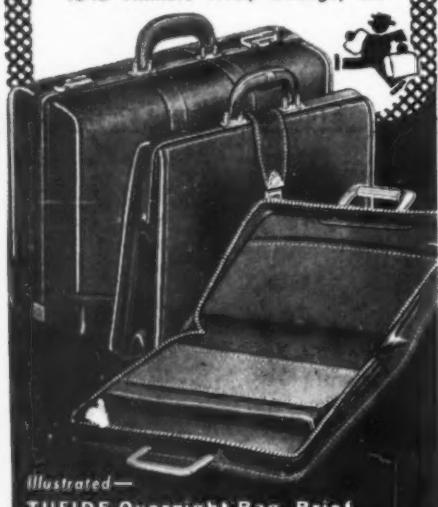
Incredible TUFIDE is unconditionally guaranteed for five years. It's that tough. In fact, friction tests prove portfolios and business cases made of TUFIDE outlast those made of leather. But TUFIDE is more than durable. It resists all types of stains. It's even washable. Although TUFIDE costs far less, it looks every bit as distinctive as fine leather. Stop at your dealer . . . see and compare TUFIDE portfolios and business cases. For volume users STEBCO will design and create business cases for individual needs.

STEBCO ALONE MAKES LUGGAGE AND BUSINESS CASES TO MATCH

Stetco

**FINE LUGGAGE and
BUSINESS CASES**

4242 Fillmore Ave., Chicago, Ill.



Illustrated—

TUFIDE Overnight Bag, Brief
Bag and Multi-Pocket Portfolio

one-half of Los Angeles County, about 1,500 square miles. The rest of Los Angeles County's 4,080 square miles doesn't count. It is made up of mountains and desert.

From an area of small shopkeepers and retired people, Greater Los Angeles is emerging an industrial giant. Los Angeles Harbor boasts—and rightly—that it is the No. 1 fishing port in the United States. In 1947†† Los Angeles landings led the Nation both in tonnage and dollar value.

The Los Angeles industrial area is defined by the United States Bureau of the Census as being the same as and co-extensive with Los Angeles County. During the war this area ranked as the Nation's second greatest center in the production of war goods. Since war's end, Los Angeles has seen no appreciable letdown. If anything, it has witnessed even greater growth.

Aircraft First

Today, Los Angeles County ranks: *First* in production of aircraft, motion pictures, oil well tools and equipment, agriculture. *Second* in rubber tires, automobile assembly and dollar volume of apparel. *Third* in food processing and petroleum refining. *Fourth* in furniture and finished wood products.

Between 1940 and 1947 Los Angeles chalked up a 98.5%*** increase in manufacturing employment, while Philadelphia boosted its same employment 39.6%; Detroit, 39.5%; Chicago, 38.9%.

The story of Los Angeles is that of a sleepy little pueblo that, in a few swift decades, has mushroomed into one of the world's great markets.

Los Angeles for 30 years has added an average of 90,000 new inhabitants a year. This is like absorbing each year a complete city a little larger than present-day Springfield, Ill. But this growth has more than doubled since 1945 to 200,000 plus per year. This is like adding yearly a city about the size of present-day Miami.

After a mushroom growth from 1890 to 1940 Los Angeles had just begun to feel its oats. The County of Los Angeles at 4,089,742, is the third largest population group in America, close to achieving second place. Compare this huge size with that of the states and major cities shown in next column.

Los Angeles has grown so fast in the last eight years that its character

†† Los Angeles Times Research Division estimate.

*** U. S. Bureau of the Census Current Population Reports, Labor Force, April, 1947.

Town	Population*
Denver	365,500
Louisville	372,500
Columbus	357,100
Portland, Ore.	407,100
Atlanta	351,700
Memphis	333,000
St. Paul	339,200
Toledo	332,100
San Antonio	360,300
Akron	299,300
Omaha	261,300
Birmingham	307,000
Total	4,086,100

State	Population*
N. Dakota	555,100
Idaho	493,200
Montana	496,100
Nevada	139,500
New Hampshire	547,900
New Mexico	547,900
Vermont	366,700
Delaware	293,400
Utah	637,000
Total	4,076,800

as a market has changed completely; so completely that neither natives nor Easterners can fully understand what has happened, even in the face of cold-turkey statistics. According to the United States Department of Commerce Survey of Business, August, 1947, "the Los Angeles Trading Area alone outranked 39 states in net spendable income."

Los Angeles County with 1,295,600† families in January, 1948, outranks Chicago's Cook County's estimated 1,223,800† families. In fact, it is a safe surmise that Philadelphia, the "city of homes," now is only a runner-up for that honor with Los Angeles. For this is the "buildingest" city in America. The Westchester section of Los Angeles is said to be the fastest-growing home area in the world. Angelenos all want a home and a patio because they can "live out" the year around. In 1947 Philadelphia had 955,644** dwelling units in its major metropolitan district, while Los Angeles had 1,273,500**.

Los Angeles County outranked Cook County in its total retail trade even in 1947 when Los Angeles did 3.931%† of the Nation's retail trade against Cook's 3.865%†. This lead spot is created by three commodity classifications: Food sales, Household Furnishings, and Gas Stations. In these categories Los Angeles outranks Chicago by such a wide margin that they more than offset Los Angeles' second place in General Merchandise, Drug, Apparel, Eating-Drinking, and Electrical Appliances sales.

* SALES MANAGEMENT Survey of Buying Power 1948.

† Newark News Research Dept. June, 1948.

** U. S. Bureau of the Census, Population Reports, Housing, April, 1947.

That's why Los Angeles in 1947 had 2,322* household furnishings retailers to Chicago's 1,912*; why Los Angeles leads with 4,412* filling stations to 2,865* for Chicago, on a county for county basis. This is an area so spread out that a car is as essential as shoes. Consequently, car registrations to July 1, 1947, gave Los Angeles a total only 18% less than New York and Chicago *combined*.

If Chicago's Cook County makes the same population increase in 1948 as it did in 1947, it will add 80,100* people. If Los Angeles County continues its 1947 growth in 1948, it will accumulate 233,500* more population. And if these same growth figures are projected through 1949 and 1950, by January 1951—scarcely two years hence—Los Angeles County will be within 17,000 of being the same size as Cook. By January, 1952, Los Angeles will be bigger by 137,000. There are many realistic people who feel sure this development will take place because,

*Newark News Research Dept. June, 1948.

†1940 Census and U. S. Bureau of the Census Current Population Reports—April, 1947, as reprinted by *Los Angeles Herald-Express*.

in rate of population growth between 1940 and 1947, Los Angeles shot up 34.8%† against Chicago 3.2%; Philadelphia 16.3%; Detroit 17.7%.

So there we have both the quantitative and the qualitative changes of the Los Angeles market, a market growing so fast and in so many directions that you can't keep pace with it.

From the standpoint of the sales executive, the great danger is this: He is likely to look at a *rising sales graph* that shows dollar volume but fails to indicate that *total sales may be slipping* in relation to the "total take" of competitive products in this market. Moreover, there is danger in trying to stem the tide of competition with "too little, too late." The dollar spent today in Los Angeles to trench a brand will be worth two dollars a short time hence.

This much is certain: If you want to establish yourself in America's No. 2 Retail Market, or if you want only to hold your own in this market—you will have to do it by aggressive and intensive promotion. And you will have to do it *now*. It is not something you can put off until you are ready, because the market is ready, whether you are or not.

WHAT'S YOUR NEWS?

on products? • on prices?
on facilities? • on personnel?

REACH CHEMICAL BUYERS WITH
IT EDITORIALLY EVERY WEEK!

Get that news to OPD editors
before 4 P.M. Friday.

Paper delivered 9 A.M. Monday to majority of 12,000 people who BUY chemicals and related materials. Each weekly issue carries 5,000 to 6,000 current market quotations!

The Whole Week's Round-Up of Chemical News from Seller to Buyer in
One Business Hour!

Put OPD on your list for every price change you send
your salesmen or distributors.

Put OPD on your list for every news release covering
your products, facilities and personnel.



Oil, Paint and Drug Reporter

THE CHEMICAL MARKET AUTHORITY
SINCE 1871

Schnell Publishing Co., Inc.
59 John Street, New York 7

•Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long. 0544
•Los Angeles 14—The Robt. W. Walker Co., 684 S. Lafayette
Park Pl. Drexel 4338 • San Francisco 4—The Robt. W. Walker
Co., 68 Post Street, SUtter 1-3568.

CLASS OF SERVICE
 This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the address.

URGENT
RE: BIRMINGHAM, ALABAMA
TO SALES MANAGERS, ADVERTISING MANAGERS, SPACE BUYERS --

BUREAU OF CENSUS METROPOLITAN AREA POPULATION FIGURES NOW SHOW
BIRMINGHAM LARGER THAN ATLANTA. PLACE BIRMINGHAM NEWSPAPER CIRCULATIONS
AGAINST THESE NEW FIGURES AND YOU WILL AGREE THAT NOW MORE THAN EVER
YOU CANNOT DO AN ADEQUATE SALES JOB IN THE SOUTHEAST'S LARGEST MARKET
WITHOUT THE BIRMINGHAM POST REPEAT

THE BIRMINGHAM POST

SCRIPPS-HOWARD NEWSPAPERS

1201

SYMBOLS

DL = Day Letter

NL = Night Letter

LC = Deferred Cable

NLT = Cable Night Letter

Ship Radiogram

House Organ Cues Users On Point-of-Sale Ideas

Consolidated Lithographing Corp. publicizes its display services with helpful editorial-type articles in a publication known as "Sales Promotion Techniques." This is it.

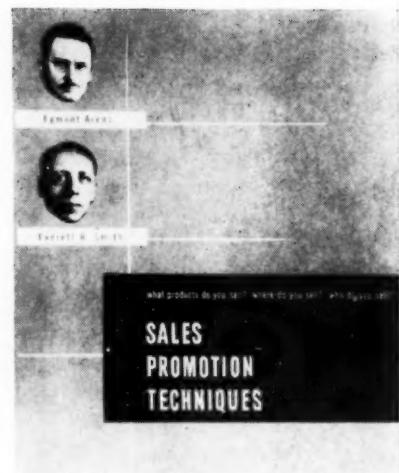
Point-of-sale aids and their place in merchandising is the theme of the young but thriving house organ of Consolidated Lithographing Corp., Brooklyn, N. Y.

When the post-war era got under way, Consolidated sought a way to make friends and influence people at the management level, and, specifically, to awaken in them consciousness of the importance of point-of-sale advertising and the role Consolidated could play as producer of this material. What could the company do to attract favorable attention from manufacturers of packaged goods, the largest users of point-of-sale aids? A house magazine seemed the likely solution. Still, in this day

of so many excellent house organs, what was left in the way of an unexplored approach?

The solution worked out by Consolidated was a magazine, "Sales Promotion Techniques," which is aimed at helping management develop more effective point-of-sale promotions and material. Its feature articles are written by authorities in their respective fields, who analyze current merchandising problems and discuss techniques used in solving them. Pertinent case histories are given. Thus far, four issues have been brought out at intervals of six weeks.

As befits an organization in the graphic arts field, Consolidated has



MEET THE AUTHORS: Photographs of contributors to Consolidated Litho's house organ appear on the front cover.

given its magazine an attractive format. It is lithographed in two colors, and a different color scheme is used for each issue. Cover designs tend toward the modern and usually feature the portraits of two or more of the authors represented in the particular issue. Inside illustrations, line drawings as a rule, with a sprinkling of half-tones, are reproduced in two colors.

Typical Issue

Each issue runs eight pages. A gatefold back cover provides an inside double spread with illustrations of recent point-of-sale aids created by Consolidated. Authors choose their own subjects. There is no direct selling in the publication, except on the gatefold back cover.

Active in Display Field

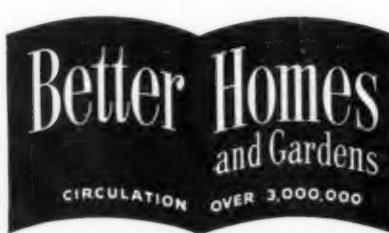
Until about 15 years ago, the bulk of Consolidated's business was in lithography for the tobacco industry —cigar bands, box labels and the like. During the late '30s and pre-war '40s, the firm became more active in the display field, but made no effort to publicize this. At the start of the post-war era, Consolidated's president, Ralph D. Cole; Executive Vice-President Sidney P. Voice; Sales Manager Walter J. Ash; and Marketing Division Director James J. Jacobson, working in conjunction with their advertising agency, The Wesley Associates, mapped out a program built around publication of this

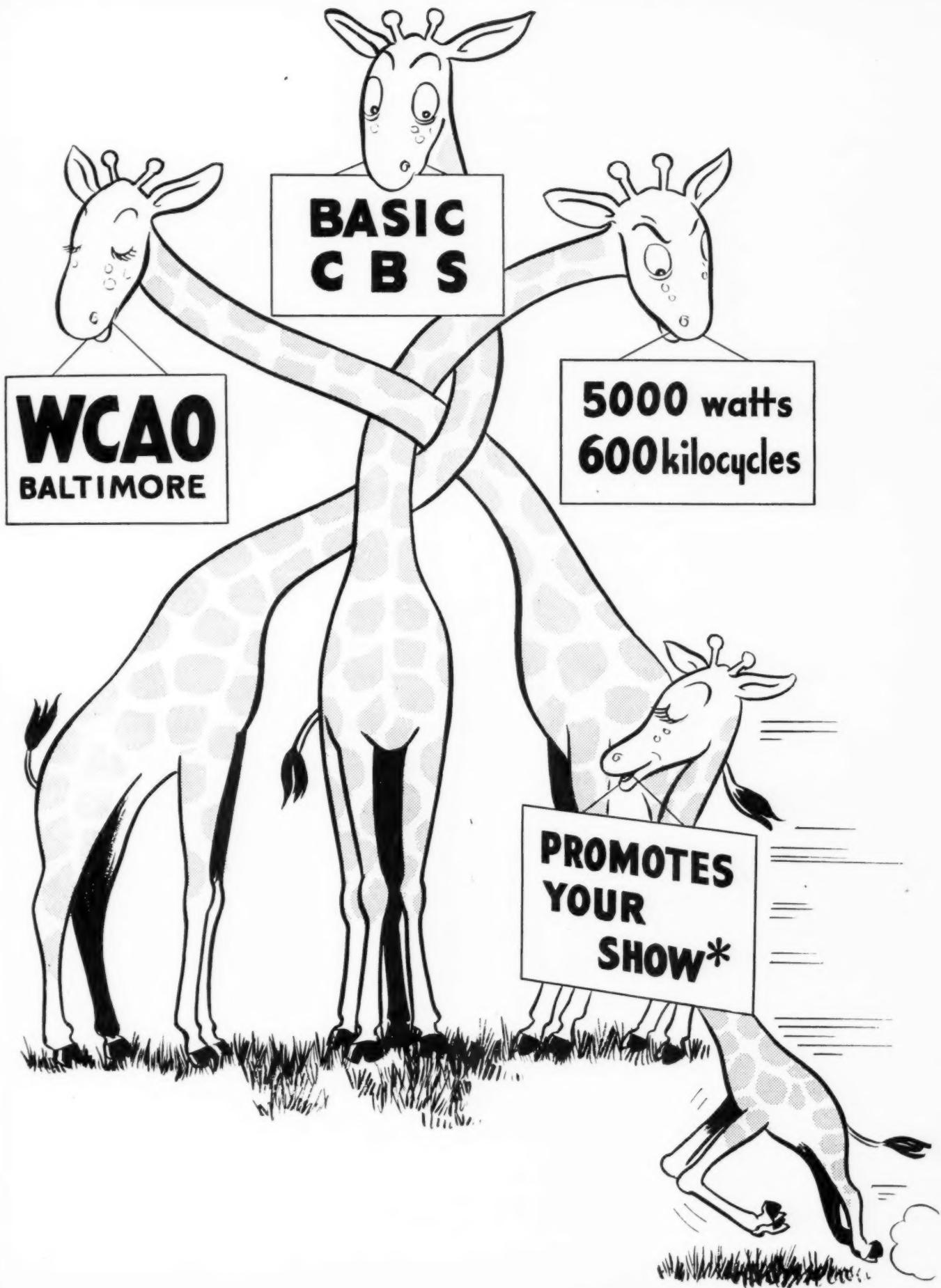
Which one
meets your
Screening test?



If you're interested in autographs — on order blanks — it's the one on the right. With his wife, he spends one of the biggest incomes among all big magazines on home and family. Their guide to spending is Better Homes & Gardens — a 100% service book devoted entirely to their home-and-family interest. Is your story there when they're looking for ideas?

America's First Service Magazine





*Just ask your
Raymer representative

house organ plus advertising in business papers.

Advertisements in business papers use case history presentations of outstanding displays created by Consolidated. A note at the base of each advertisement describes the house magazine and offers a copy of the latest issue to those requesting it. From the beginning, the problem has been that of holding down the mailing list rather than expanding it. At this point, it is being mailed free to a list of 2,500 names, broken up,

approximately, as follows: key people from Consolidated's current list of active clients, 800; agency account executives handling accounts that use a great deal of point-of-sale material, 600; top management executives in package goods firms whose business Consolidated has not previously solicited, 800. The remaining 300 recipients are chiefly university professors of marketing and allied subjects, libraries and government agencies who have asked to be added to the mailing list.

Promotion

Smokers Are Lighters

Virtually all smokers (99 percent) carry match books, and nearly half (45 percent) can name the advertiser on the match book they are currently using—without prompting. So says a report issued by National Match Book Advertising, Inc. These are samplings from the first readership study of match book advertising ever made. Some 1,500 smokers were interviewed on primary and secondary shopping arteries in seven cities—Rochester, Buffalo, Philadelphia, Pittsburgh, Boston, Chicago and Cincinnati. The percentage of men and women interviewed corresponded to national smoking habits. The survey was conducted by Fact Finders Associates, Inc., and is available from NMBA, 506 South Wabash Avenue, Chicago, 5.

Grocery Brands

The New York Times has ready a study of Grocery Product Brands used by *New York Times* families in New York City and suburbs. The survey on the food buying habits of the newspaper's readers was made last May among women readers. Some 3,775 questionnaires were returned. These were divided into eight equal groups and tabulated separately. The report, available from the paper, covers food products from orange juice to soap powder, gives percentage of users for all items.

Sure Winner

That's the title on a promotion piece built around circulation facts and figures of the *Bethlehem Globe-Times*, located in Pennsylvania's "third-largest" market. Bethlehem registered a business gain of 14 percent during 1947; labor won a 26 percent pay hike; salaried workers an eight percent pay rise. ABC figures show that the newspaper offers better than 100 percent coverage of City Zone families—an increase of 10 percent in the past year.

The Golden Zone

Want to know about the Fort Wayne market and the influence of *The News-Sentinel*? That newspaper has an excellent study, "The Golden Zone," in which it has used *S.M.'s Survey of Buying Power* most effectively. The booklet provides information on families living in Fort Wayne, how much they can buy and how much they actually do buy.

PROFITS RISE LOSSES FALL

with the regular use of this unbeatable combination



N. O. HOMES
181,100

COMBINED CITY DAILY
181,282

SUNDAY CITY
152,330

TOTAL CIRCULATION
M. & E 260,743 SUNDAY 272,693
6 Months Ending Sept. 30, 1948

Greer Garson as
Julia Packet in
"JULIA MISBEHAVES"
an MGM Picture

MILLINE RATE
AS LOW AS
1.83 M&E 1.82 SUN

New Orleans TIMES-PICAYUNE and STATES
★ MORNING ★ SUNDAY ★ EVENING
OWNING AND OPERATING RADIO STATIONS WTPS AND WTPS FM • MEMBER A.N.A. Network • REPRESENTATIVES: JANN & KELLEY, INC.

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

187—Shall We Display and Advertise Price? Public Says Emphatic "Yes!" (Price 10c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

185—How To Improve Your Ability in Public Speaking. (Price 10c)

184—How To Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

183—A Primer for Selecting Colors with Sales Appeal. (Price 10c)

182—Eight Vital Factors in Point-of-Sale Promotion. (Price 25c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 20c)

180—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

179—The Sales Budget: Blueprint for More Efficient Marketing. (Price 25c)

MANPOWER PROBLEMS

178—Cost of Keeping Salesmen in the Field Rises 40-50% since 1939. (A new survey.) (Price 10c)

176—College Seniors Rate Selling Work As a Career. (Price 5c)

175—Unionization of Salesmen. (A portfolio of six case-study articles.) (Price 5c)

168—What Kind of College Training for Careers in Sales? by Robert S. Wilson. (Price 5c)

166—65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 5c)

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants, by Lewis Llewellyn. (Price 5c)

MARKETS

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

SALESMANSHIP

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

170—How To Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 50c)

155—Morale in the Sales Force: What Can We Do To Keep It Healthy? by R. L. Cain. (Price 5c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

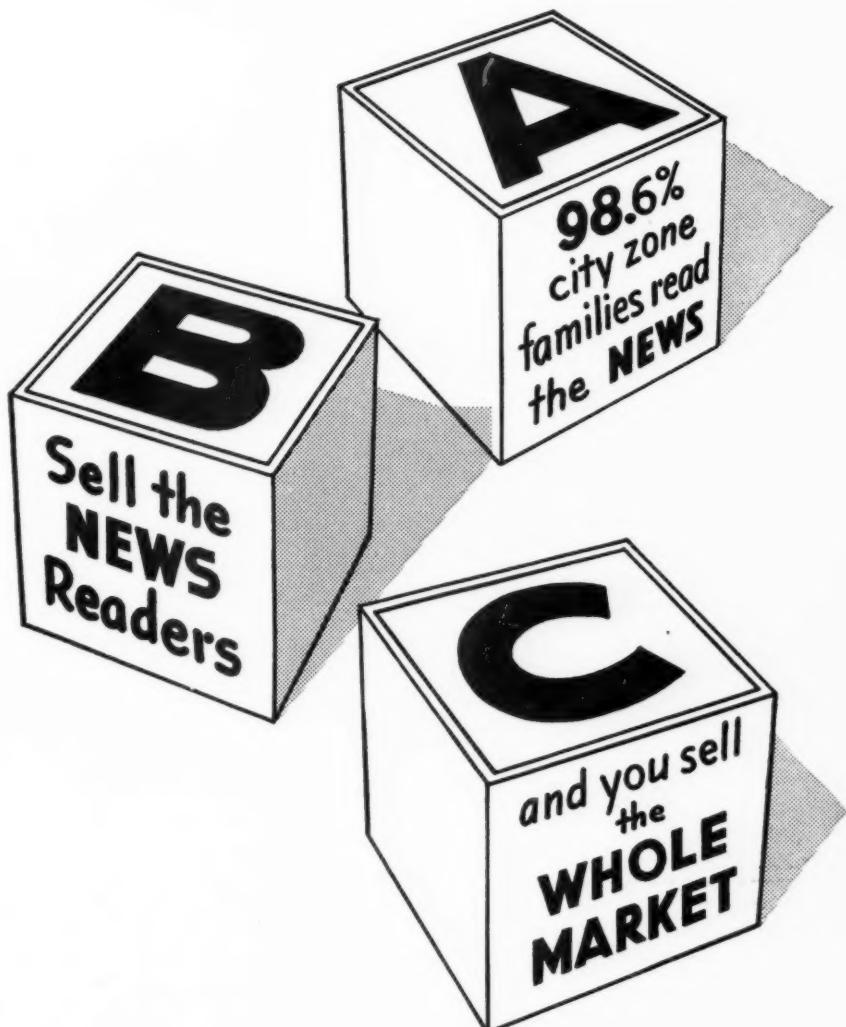
142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

PACKAGING

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 10c)

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

Simple as...



BUFFALO EVENING NEWS

EDWARD H. BUTLER, *Editor and Publisher*

"Western New York's Great Newspaper"

KELLY-SMITH CO., *National Representatives*

Maine's Largest Daily DELIVERS ONE-THIRD OF THE STATE

The Bangor Daily News . . . Maine's largest daily . . . delivers one-third of the state's buying power and retail sales. Bangor, Maine's second largest wholesale center, is the hub of a seven-county market which has:

33% of Maine's Income
\$303,676,000

33% of the Retail Sales
\$233,048,000

34% of the Food Sales
\$77,651,000

30% of General Merchandise
Sales
\$19,309,000

36% of the Drug Sales
\$6,509,000

Of all advertising media, the newspaper is surest of winning family attention daily . . . with each day's complete "package" of news, entertainment, and advertising intact, at any hour, for each member of the family. The Bangor Daily News is a daily must in better than 7 out of 10 families in this big 7-county market.



Bangor Daily News

Maine's Largest Daily
64018 Daily 74,535 Sat.-Sun.
Represented by
SMALL, BREWER & KENT, INC.



POINT OF SALE ADVERTISING

Colorful - Self Adhesive - Cellophane, processed in Rolls. Easy to buy - Easy to apply - used for Packaging - Point of Sale advertising - Parts marking and Aircraft Wire terminal identification.

TOPFLIGHT TAPE CO. - YORK, PA.

How Does Your Brand Rate in 13 Markets?

Why do five different brands of coffee capture first places? You can compare relative positions of brands and their percentages of preferences on 137 products with the aid of a digest of consumer analyses issued by Milwaukee Journal.

The "Thirteen Market Comparison of Consumer Preferences"—a 150 page digest of the 2,930 pages of data in 13 Consumer Analysis type surveys—has just been released by *The Milwaukee Journal*.

Product use and brand preference are given for a wide variety of classifications including food products, soaps, drugs and toiletries, beverages, homes and appliances, gasoline, motor oil and tobacco products. Basically, the report covers the over-all use of 137 products in each of 13 markets, together with a correlated picture of the relative position of leading brands in each market and their percentage of preference.

Thus, for the first time under one cover, a comprehensive report on buying habits for 13 widely separated markets is presented for the ready reference of advertisers. Nearly all survey questions are identical in all markets so comparisons can be made.

Here are some of the highlights:

Foods

More than nine out of 10 families drink coffee in all 13 cities, but five different brands of coffee capture first places in the various markets. Hills Bros. leads the field with eight firsts. Nescafe leads in instant coffee and Lipton's is No. 1 among all brands of tea.

The lion's share of the hot cereal field goes to Quaker, and in the cold variety, Kellogg's sweeps clean with 13 first places out of 13 tries. Regular flour shows universal usership among families in all markets with Gold Medal the favorite in six.

Pie crust mix, a relative newcomer, shows usership ranging from 16% in Omaha to 33% in Birmingham and 36% in Milwaukee. Pillsbury takes five firsts.

National Biscuit Co. round crackers show substantial percentages in 12 markets and relinquish first position only in Columbus. Seven different brands gain one or more first places among the soda crackers.

Evidence of a disparity in the pop-

ularity of peanut butter is given by the report as only two out of three families purchase the product in Philadelphia but nine out of 10 regularly use it in Seattle.

Campbell is the name in canned soups with 11 firsts. In each market covered Campbell holds a minimum of 80% of the business. Betty Crocker leads in dry soup mixes.

Soaps and Allied Products

Four different brands gain first places among soaps or detergents used for dishes. They are Ivory bar soap, Ivory flakes, Vel and Dreft. Among soaps or detergents used for household laundry, Rinsol takes six firsts. Lux flakes takes top position among brands used for fine fabrics.

Old Dutch leads all other scouring cleansers in 10 markets; Dreft leads the synthetic detergents in seven. Among all toilet soaps for bath Lux takes seven firsts and Ivory takes two. For hands and face, Lux takes nine firsts and Palmolive takes three.

Drugs and Toiletries

Independent drug stores are the favorite outlet for drug products in each market surveyed. For the purchase of cosmetics and toiletries, department stores are the favorite in six markets and independent drug stores the favorite in six.

Dr. Lyon's polishes off nine first positions among all brands of tooth powder and Colgate makes a clean sweep of the field in tooth paste with 13 firsts. Liquid shampoo varies appreciably in popularity in the various markets, from 73% in Modesto, Cal., to 55.6% in Birmingham. Cream shampoo shows its highest acceptance in the Illinois markets where nearly one out of two families buy it.

Top brand of deodorant is Mum with seven firsts among both men and women. Schick is the most popular shaver and Vaseline the favorite hair tonic. In most of the 13 markets surveyed, two out of three women use nail polish with Revlon the No. 1 brand. Jergen's picks up 10 firsts in

hand lotion. Toni permanent wave kits lead the field in every market.

Milwaukee takes a leading position as a whiskey market with purchases for home consumption by more than two out of three families. This contrasts with Modesto where only one out of three families buy whiskey for home use. National Distiller's brands of whiskey gain five firsts out of seven markets where the subject was included in the Consumer Analysis.

Black and White shows top preference among brands of Scotch and Roma leads among brands of wine. Ronrico shows the highest preference in rum.

Homes and Appliances

About half the homes in the markets where Consumer Analyses were made during 1948 had some rooms painted during the course of the year. Ownership of vacuum cleaners runs from two out of three families to as high as eight out of ten in Milwaukee. In Birmingham, only one out of three families own a vacuum cleaner.

About eight out of ten families own mechanical refrigerators in each of the markets studied. Electric washing machines also are owned by about eight out of ten families, except in Birmingham with 40% and Philadelphia with 60%.

Other appliances surveyed include radios, electric ironers, cooking ranges, pressure cookers and electric food mixers.

General Habits

An interesting comparison is shown among the various markets in the preferences of men and women smokers for leading cigarettes. Camels take eight first places among the men but only one among the lady smokers. Lucky Strike holds nine first places among the women but only three among the men.

Cigar popularity is widely divided between El Roi Tan, White Owl, La Palina, Harvester, King Edward, La Fendrich, Phillies and Havana-Tampa.

Get Your Copy

Copies of the comparative study are available from these newspapers which conducted a Consumer Analysis in their markets in 1948: *The Birmingham News Age-Herald*, *The Columbus Dispatch*, *The Indianapolis Star*, *Illinois Daily Newspaper Markets* of Springfield, *The Milwaukee Journal*, *Omaha World-Herald*, *The Philadelphia Bulletin*, *The Sacramento Bee*, *The Fresno Bee*, *The Modesto Bee*, *St. Paul Dispatch and Pioneer Press*, *San Jose Mercury-Herald News*, and *The Seattle Times*.

MEN WHO ARE MAKING HOUSTON GREAT



AS PRESIDENT of the beautiful Palais Royal, one of Houston's largest and most popular women's specialty stores, "Is" Erlich is a leading light in our world of fashion, and a dominant power in independent retailing circles in South Texas.

Likewise, he is an important Houston advertiser with a sizeable budget that includes more than a quarter million lines for local newspaper advertising — over seventy-five per cent of which is used in *The Chronicle*.

*"During our twenty-seven years of serving the women of this area," says Mr. Erlich, "we've learned about the many things that influence their buying. The fact that we spend a great deal more money in *The Chronicle* than in the other two Houston dailies combined, is a tribute to the *Chronicle's* strong editorial appeal to women and to its proven advertising effectiveness. Only recently we had to have police assistance to handle overflow crowds that responded to a sale announcement appearing in *The Chronicle*."*

Such outspoken praise as this comes to us from *Chronicle* advertisers more often than you'd imagine. It pleases us tremendously, naturally, but what's more important, it indicates the significant role we're playing in Houston's economic scheme of things — for local as well as national accounts.

The Houston Chronicle

LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY
Advertising Director

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 35 CONSECUTIVE YEARS

There'll



By 1932, the Big Depression was bearing down like a bad-tempered traffic cop on a timid Sunday driver who has just run through a red light. Business men no longer bailed out of high windows, but went broke quietly; banks started doing the same.

To News sportswriters, however, the Depression was a day side and business page assignment. With full pay envelopes, and press passes, life was just a hot pastrami . . . aloof from economic realities.

Until the fateful Monday editorial meeting — when the Education Editor brought word that despite drastic cuts in faculty, many colleges were unable to renew contracts with football stars. Rather than sit on their hands in gelid grandstands, it was assumed most fans would safeguard their health in cozy speakeasies on Saturday afternoon. So it was decided to forget that customary feature, the News Football Consensus.



Now the Football Consensus had been doped out by the astute Sports Dep't as a dodge to keep the sports pages filled with minimum effort on days when there is nothing much to write about. It required only a small coupon, listing a series of next Saturday's games. The few serious students who could determine the closest scores, were awarded tickets (and expense money) to games the following Saturday. The coupons came in by tens of thousands, the Consensus story filled the space, and sports writers pursued research projects in their warm offices.

At this memorable meeting however, the Social Consciousness Editor suddenly spoke up.



"Are any," he asked impressively, "of you mouse-minded undergraduates of unfinished correspondence courses unable to savvy that the stadium sport can survive amateur teams but not the absence of amateur attendants? The average ex-college joe just ain't got the jack to support his Old Alma Mammy — team! team! team!"

always be a Consensus!

(Probably always—N.Y.N.F. Consensus, we mean)



"Is the coarse fellowship of the grog shop any substitute for audience participation in the great outdoors? Must the Saturday afternoon game go the way of the celluloid collar? Do we take it lying down while this grand old American tradition takes a powder?"

 Tears wringing from every eye, the editors voted to carry on with the Football Consensus, come what may! And so college football survived.

News readers whose closest contact with college was passing N.Y.U. on a bus, often proved more apt forecasters than Phi Betas. And when war came and left the colleges flat with 4Fs, V2s, and military courses in simple mayhem, millions of well-heeled welders were ardent football fans—paid ticket scalpers high prices, to keep stadium seats warm for students who were 2nd Lieutenants far, far away.

 War also brought the paper shortage, and so the Football Consensus was dropped after 1941... We filed away the clips with sprigs of lavender, as mementos of a happier bygone day.

This fall when we figured our readers were all wrapped up in UN, the national election, ECA, home wave sets, HCL, and poor girls marrying rich men... what should pop up again but the Football Consensus!

 Correspondents intimated that we had lost that old pepper, no longer loved the Common Man.

So by popular complaint the Consensus was belatedly resumed on Nov. 2. Rather than try to get tickets to the remaining games, we offered mere money—not much in these days of radio program giveaways—\$1000 in prizes; \$500 first, \$250 second, \$100 third, \$50 fourth, and ten prizes of \$10 each... for the best advance estimates of scores of fifteen games on Nov. 6.

With only four days to go, some 154,000 forecasts came in! For the week ending Nov. 13, more than 270,000 entries were filed.

 Just for the hell of it, the fun-loving fellows in the Sports Dep't doubled the ante, to \$2,000 in prizes for Nov. 20—which brought in 398,000 entries. Sixty checkers worked all Saturday night and fell asleep at their desks over Consensus mail. A hundred additional checkers working on Sunday, couldn't catch up. For the first time, winners couldn't be published Monday.

 The \$2,000 deal, repeated for the fourth and last Saturday, Nov. 27, drew over 340,000 coupons! Football Consensus, four weeks, total response—1,123,098 which is close to the top figure for the full season in any pre-war year.

So what—summarized: News switchboard operators still try not to snap at callers who say Football Consensus. Our pals in the postal service are still sullen; fallen arches are 167.52% above the November norm. News sports writers have taken to dark glasses and goatees; and when recognized, plead "Pliz—no spik Ingleesh."

 Conclusion (incomplete)—News readers as yet show no signs of advancing senility... skip little in their favorite newspaper... are highly susceptible to any self-interest appeal or offer, highly responsive to any advertisement including same... and accessible in larger quantity at lower cost than readers of anything else we know of!... There probably are other and better conclusions warranted—but we are still too Consensus conscious to sort them out!

THE NEWS, New York's Picture Newspaper,
220 East 42nd St., New York City... Tribune Tower, Chicago
155 Montgomery St., San Francisco

CAMPAIGNS AND MARKETING

Hickok 'Integrated' Drive

A coordinated sales, advertising, merchandising and production program for 1949 has been instituted by Hickok Manufacturing Co., Rochester, N. Y.

The program, backed by a double advertising appropriation for color advertising in magazines—placed by Kastor, Chisley & Clifford, Inc.—supports new merchandise added to the complete Hickok line of 2,500 different items in belts, men's jewelry, suspenders, garters, wallets and other leather goods and to be ready for spring and summer selling at the same price range as today.

Ray C. Brewster, vice-president in charge of sales, states that Hickok's 1949 plans have been prepared for "the present era of integrated marketing." Service to retailers is highlighted, he says, together with "production of highly styled companionate items."

"Today advertising, selling, merchandising and production must be closely and aggressively combined to move the vastly increased production from dealers to consumers to the profit and prosperity of the entire economy," said Mr. Brewster.

The advertising campaign starts off with a full-color page in *Collier's*,

and includes a year-round schedule of full and half pages in *The Saturday Evening Post*, *Life*, *Look*, and *Esquire*. Six leading business magazines are also to be used. In addition to counter and floor set-ups, an itinerant window display has been designed and built by W. L. Stensgaard, Chicago.

To assist retailers in moving merchandise, emphasis has been placed on the production of related items, styled for associated selling and for impulse buying appeal, according to Mr. Brewster. Modern packaging is also being introduced.

"Supporting company promotion," Mr. Brewster said, "we have instituted an intensive training course in merchandising, designed to make Hickok representatives constantly useful as counselors to the trade."

This course includes motion pictures and lectures on store lighting, display showmanship and similarly related subjects, prepared to help accelerate the movement of all merchandise in retail stores.

Shulton's '49 Campaign

Shulton, Inc., will use 18 leading magazines with 52 insertions, predominantly full-color, starting January 9 through July 17, in a stepped-

up advertising campaign on the firm's four lines: Early American Old Spice, Friendship's Garden, Desert Flower Toiletries for women, and Old Spice for men. In addition, this will be supplemented by a business magazine schedule and by large-scale national newspaper campaigns to be announced later.

Shulton's over-all advertising expenditure for 1949 represents a one-third increase over last year for the same period. The national magazines to be used are: *Charm*, *Christian Science Monitor*, *Collier's*, *Esquire*, *Good Housekeeping*, *Harper's Bazaar*, *Ladies' Home Journal*, *Life*, *Look*, *Parade*, *Redbook*, *The Saturday Evening Post*, *Seventeen*, *The New Yorker*, *This Week Magazine*, *True*, *Vogue*, and *Woman's Home Companion*.

Wesley Associates is the agency.

Anthracite Via Newspapers

Anthracite Institute's 1949 advertising campaign to promote product and equipment has been approved by the Institute's board of directors with appropriation of \$650,000 for the coming year.

The new campaign will continue major advertising and promotion activities initiated by the Institute in December, 1947. Chief media for the campaign will continue to be newspapers in the major anthracite markets. Advertisements will be 1,000 and 600 lines in newspapers throughout the New England and the Middle Atlantic States. This will be supplemented by space in 17 business magazines in the architectural, building,



NOW OPERATING UNDER NEW OWNERSHIP
ANNOUNCES THE APPOINTMENT OF

Avery-Knodel, Inc.

NEW YORK

ATLANTA

SAN FRANCISCO

LOS ANGELES

CHICAGO

AS THEIR NATIONAL REPRESENTATIVE
EFFECTIVE JANUARY 1, 1949

"The Most Merchandising-Minded Radio Station in the Great Southwest"

heating, and engineering lines. Also, *Better Homes and Gardens*, *American Home*, and *Small Homes Guide* will carry full pages.

Copy will stress anthracite's availability and automatic equipment advantages, with additional themes being developed for use later on in the campaign.

"In planning next year's promotion of anthracite, Anthracite Institute has been guided by the success of the past year's advertising and promotion," Frank W. Earnest, Jr., president of the Institute, has explained. "The spring fill-up campaign, a trend toward consumer interest in home heat-



FOR CHRISTMAS advertising, via this Christmas car card last year, the W. A. Haller Corp., Philadelphia, was cited in Transitads, Inc., contest and is repeating the theme in its general advertising. Walter Weir, Inc., is the Haller's agency.

ing with hard coal instead of other fuels, and current sales records in modern automatic anthracite equipment, all, I feel sure, were influenced to an important degree by the timely and persistent advertising of the past year."

The 1949 campaign will continue to feature consumer service and dealer training aids and to promote hard coal information being made available to its 20,000,000 users, in addition to the paid advertising campaign.

The Institute's Canadian campaign, covering anthracite's important foreign market, has also been approved with similar scope and objectives.

Action by the Institute's board of directors approves earlier action and recommendations of the Advertising Committee. The 1949 advertising and promotional campaign is supported by 12 producing companies, representing over 60% of the mining output, who are members of the Anthracite Institute.

J. Walter Thompson Co. is the advertising agency.

"In addition to this continuing campaign to promote the product and equipment, Anthracite Institute's program of research in the Wilkes-Barre, Pa., laboratories and its regional activities will be stressed more strongly than ever in 1949," Mr. Earnest said.

Riegel 'Hep-Mit' Fad

A national advertising and publicity campaign aimed at creating a country-wide fad has been inaugurated by the Glove Division of the Riegel Textile Corp.

It all started when movie starlet Peggy Ann Garner suggested to a Riegel official that women would be more interested in buying the company's jersey knit gloves if offered a choice of colors in addition to the traditional dark brown.

Riegel snapped up the idea and consignments of specially dyed gloves were rushed to Middle Western



cities for a market test. Women bought the gloves, as anticipated, but it was discovered that college students and teen-agers were buying them in still greater quantities and demanding them in mixed colors. The embryo fad got a considerable boost in the East when Princeton athletic officials arranged to outfit the entire cheering section in orange and black gloves for the Princeton-Yale game.

Attracted by a 49c retail price, teen-agers also began buying them in matched pairs and then exchanging one glove with their "steady dates" and calling them "date-mates," "love-gloves," and "hep-mits." The manufacturer immediately picked up the term, "Hep-Mits," as trade name for the item.

Heartened by this unexpected reaction to the test campaign, Riegel has set up country-wide distribution through national chains and department stores. To back up the retailers, Riegel is now developing a campaign which will include display advertising, selective radio, counter and window displays, and a variety of news and publicity material. Final size of the budget is yet to be determined.

Markets aimed at include teen-age boys and girls who will be invited to buy the inexpensive gloves in their school colors, women to whom the style and color angle will be stressed.

Celomat's '49 Budget

The Celomat Corp., New York City, manufacturers of Vue-Scope Television Enlarging Lenses and Teleroto Turntables have just announced the launching of a \$100,000 advertising campaign for 1949. One half of this appropriation is earmarked for promoting Celomat's products in the New York Metropolitan area, the balance in other television areas throughout the country. Tracy, Kent & Co., Inc., is the agency.

HIT

Your Known and Unknown Industrial Prospects Through The Buying Reference Publication Used by . . .

52,527 Operating — Engineering — Production Men.

INDUSTRIAL EQUIPMENT NEWS is used by these men to keep posted on industrial product news and information.

85% of these buyers and specifiers are in plants rated \$100,000 or more. 90.1% request that IEN be sent them every month for use in finding their current requirements.

You can reach this major market of buyers and specifiers for only \$110 a month—\$1320 a year.

"The IEN Plan" gives complete details. Yours for the asking. Write today. No obligation.

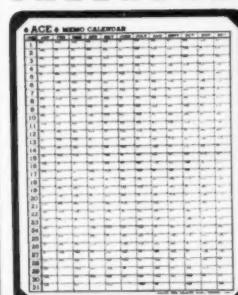
INDUSTRIAL EQUIPMENT NEWS

Thomas Publishing Co.

461 Eighth Ave., New York 1, N. Y.

Boston • Chicago • Cleveland • Detroit
Los Angeles • Philadelphia • Pittsburgh

ACE & MEMO CALENDAR



Every day of the year on an 8 1/2 x 11 card in a durable leatherette cover with gold lettering. Calendar is removable for filing or replacement. A smart gift for personal or business use. Price, postpaid

\$2.00

YOUR NAME IN
GOLD, 75¢ EXTRA

MARATHON PRESS, Box 86-C WAUSAU, WIS.

Good Outlook for First Quarter As Promotions Rise

The long-persistent cries of scarcity will themselves be scarce, as businessmen roll up their sleeves and go to work on increasing supplies of almost everything to be sold this year.

Sentiment of SM's Board of over 100 editors on Future Sales Ratings is that advertising and selling promotion will hit a new high in the first quarter of this year, compared to any similar period of past history.

Over-all sales, including all industries, this quarter, therefore, are expected to exceed slightly even the great totals of the first quarter of 1948. The average expectation is for sales to range from equal to 1948 up to a 5% gain over 1948. This is reflected in the wide variety of consensus ratings for the 99 industries covered in SM's Future Sales Ratings.

For the longer future, sentiment is much less certain, though the majority feel that pessimism over the Presidential election and the Administration's plans has gone to unjustified extremes. As shown in the ratings, the full year 1949 will be a mixed year, with a number of industries dipping below 1948 in sales, but with enough above 1948 to make it a good year over-all.

Strictly the Future

We all realize that statistics have their place and are fine for measuring what has happened in the past. But from there on the *future* is what counts; we, as businessmen, are naturally more interested in what is going to happen tomorrow than in what happened yesterday. Intelligent planning on *prospects*, rather than on back statistics or current operations, is what will put one ahead of the competition.

That was SALES MANAGEMENT's line of reasoning in originating Future Sales Ratings, which are prepared under the supervision of Peter B. B. Andrews, who draws on the knowledge of more than 100 industry experts, covering each of the 99 categories.

Even some keen insight into what "general business" will be like in the future is not a thoroughly practical working tool, for so many businesses run counter to the general (or average) business trend. Throughout the depression, for example, the sales of

refrigerators, frozen foods, and Diesel engines, to mention a few, increased. And even in comparatively poor years after that, scores of companies and more than a dozen industries set new all-time highs.

Perhaps the most valuable information which a sales or advertising executive could have is a picture of the places and the people where employment and sales and earnings will increase more rapidly than is true of the Nation as a whole. To some extent, the breakdowns by industries represent a breakdown by places; many industries are fairly well concentrated geographically, as for example, steel and iron, shipbuilding, textiles, automobiles, tires, and others.

Using the Information

We feel that every reader will find in the list at least one industry in which practical use can be made of sound trend information. Subscribers who are interested in selling to a variety of industries should find the ratings of great value. For example, the manufacturer of boilers probably is doing business with—or would like to do business with—every industry represented in the compilation.

The same might be said of almost every article used in inter-industry selling. Subscribers who are in the office equipment business have all industries on their prospect list. So do printers, lithographers, stationery manufacturers, and most sellers of advertising space or radio, to use a few examples.

In studying the sales prospect ratings for individual industries, the reader must realize that a certain *base* exists. We start with a consensus on the average expected increase in sales of all industry. For the first quarter of 1949, this average increase is expected to run from zero to 5%.

The average expected increase corresponds to the medium 3-star outlook rating. Examples are Advertising (See column titled Sales Prospect Rating for First Quarter), Bank Revenues, Cigarettes, Cosmetics, Education, Farming, Office Equipment, Soap, and Utilities. These industries in the first quarter of 1949 are expected to show sales from unchanged to about a 5% increase over the first quarter of 1948. Examples of above-average (4 star

and 5 star) industries are air conditioning, air transportation, air craft sales, automobile sales (new), building, chemicals, coal, electrical equipment, etc.

Note Size of Industry

For further perspective on the significance of these ratings, the *size* of the industry should be noted. This is easily obtainable from the table in the column of letters, titled Relative Size Rating. This column assigns a size rating to each industry.

Taking an example from above, the Advertising Industry has a size rating of D. Since it has an annual sales volume of at least \$3,000,000,000, the quarter rating of sales would be roughly \$750,000,000. This accordingly, would be the minimum expectation of sales for the first quarter of 1949, while the more optimistic expectation of a 5% increase would bring total sales of about \$787,500,000.

It is important to observe, too, that the base for the full year differs from that of the first quarter. Thus, the outlook for the next 12 months (as compared with the preceding 12 months) is not as favorable as the outlook for the first quarter. The average expected showing there is from no change to a small decrease. This represents the key to gauging the 1949 prospects for various industries.

Again, however, the *size* of the industry must be taken into account, so that the proper perspective may be had. For example, Clothing is running \$8,000,000,000 annual sales and Cigars \$300,000,000, so that the 2-star rating for each obviously does not mean the same from the standpoint of *number of dollars*. But, the *percentage* decline in sales will run about the same in each instance.

Reprints Available

The Future Sales Ratings chart and the explanatory comment on this page, are available in reprint form. Price 5c each, through SM's Readers' Service Department.

FUTURE SALES RATINGS

Key to Relative Size Ratings

(by industry sales volume)

- A—Ten Billion Dollars and Over
- B—Seven Billion to Ten Billion Dollars
- C—Four Billion to Seven Billion Dollars
- D—Two Billion to Four Billion Dollars
- E—One Billion to Two Billion Dollars
- F—One-Half Billion to One Billion Dollars
- G—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which equals no change or up to a 5% increase for the First Qtr. 1949 vs. the First Qtr. 1948, and no change for the next 12 Mos. vs. the preceding 12 Mos.)

- ★★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★—Good (Medium) Relative Outlook
- ★★—Fair Relative Outlook
- ★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for First Quarter (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for First Quarter (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★	★★★	Machine Tools	G	★★★	★★★
Air Conditioning	F	★★★★★	★★★★	Machinery (Agric.)	E	★★★★★	★★★★
Air Transportation	F	★★★★	★★★★	Machinery (Ind'l.)	B	★★★★★	★★★
Aircraft Sales	F	★★★★★	★★★★	Meats	C	★★	★★
Auto Sales (New)	B	★★★★★	★★★★	Medical Care	C	★★	★★
Auto Sales (Used)	E	★★	★★	Metal Containers	F	★★★★★	★★★★
Auto Tires	E	★★	★★	Metals (Non-Ferrous)	C	★★★★★	★★★★
Baking	D	★★	★★	Motion Pictures	E	★	★
Banks (Revenues)	D	★★★	★★★	Musical Instruments	E	★	★
Beer	F	★★	★★	Office Equipment	F	★★★	★★★
Building (Heavy)	B	★★★★★	★★★★	Oil Burners	G	★	★
Building (Residential)	C	★★★★★	★★★★	Oil (Cooking)	E	★★★★★	★★★★
Candy & Chewing Gum	E	★★	★	Oil Equipment	E	★★★★★	★★★★
Canned Fruits & Veg.	G	★	★	Paint	C	★★★★★	★★★★
Cereals	G	★	★	Paper & Products	D	★★★	★★★
Chemicals	A	★★★★★	★★★★★	Personal Care	G	★★★	★★★
Cigarettes	D	★★★	★★★	Photographic Supplies	G	★★	★★
Cigars	G	★	★★	Physicians & Dentists	D	★★★	★★★
Clothing (Men's, Women's & Children's)	B	★★★	★★	Plastics	F	★★★★★	★★★★★
Coal (Anthracite)	F	★★	★★★	Printing & Publishing Equip.	F	★★★★★	★★★★★
Coal (Bituminous)	D	★★★★★	★★★★★	Radios	D	★★★★★	★★★★★
Cosmetics	F	★★★	★★	Railroad Equipment	B	★★★★★	★★★★★
Cotton Textiles	D	★	★	Railroads	F	★★★★★	★★★★★
Dairy Products	D	★	★★	Refrigerators	A	★★★★★	★★★★★
Department Stores	A	★★	★★	Restaurants & Bars	D	★★★	★★★
Diesel Engines	G	★★★★★	★★★★★	Rubber Products	G	★★	★★
Drugs & Medicines	D	★★	★★★	Security Financing	F	★★★	★★★
Education	F	★★★	★★★	Shipbuilding	G	★★★★★	★★★★★
Electrical Equipment (Heavy)	C	★★★★★	★★★★★	Shoes	E	★	★
Electrical Equipment (Light)	E	★★★★	★★★	Silk Textiles	E	★	★
Exports	A	★★★★★	★★★★★	Soap	E	★★★	★★★
Farming	A	★★★	★★★	Soft Drinks	E	★★	★★
Flour	A	★	★	Sports & Sporting Goods	C	★★★★★	★★★★★
Food Processing	A	★★★	★★★	Steel & Iron	E	★★★★★	★★★★★
Furs	G	★	★	Sugar	E	★★	★
Gasoline & Oil	C	★★★★★	★★★★★	Surgical Equipment	G	★★★★★	★★★★★
Glass & Materials	E	★★★★★	★★★★★	Synthetic Textiles (Rayon, Nylon, etc.)	E	★★★★★	★★★★★
Groceries	A	★	★	Television	G	★★★★★	★★★★★
Hardware	D	★★★★★	★★★★★	Toothpaste & Mouthwashes	G	★★	★
Hotels	D	★★★	★★★	Toys & Games	G	★★★	★★★
House Furnishings, (Floor Coverings, Furniture, Beds, etc.)	C	★★★★★	★★★★★	Trailers (Auto)	G	★★★★★	★★★★★
Household Products (Misc.)	C	★★★★★	★★★★★	Travel & Vacations	A	★★★★★	★★★★★
Imports	C	★★★★★	★★★★★	Travel (Sea)	E	★★★★★	★★★★★
Instalment Financing	C	★	★	Trucks	D	★★	★★
Insurance	C	★★	★★	Utilities (Electric)	E	★★★	★★★
Jewelry & Watches	E	★	★	Utilities (Gas)	G	★★	★
Laundries	F	★	★	Utilities (Telegraph)	E	★★	★
Liquor (Alcoholic)	C	★★	★★	Utilities (Telephone)	D	★★★	★★★
Luggage	G	★★	★	Vacuum Cleaners	G	★★★★★	★★★★★
				Washers (Household)	G	★★★★★	★★★★★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue.

Media and Agency News

NEWSPAPERS

Readers of *The New York Times* form a large market for replacement sales of home appliances according to a new survey conducted by *The Times* Research Department and now available to appliance advertisers, dealers, and their advertising agencies.

The survey reveals, for example, that 48.4% of *The Times* readers answering the survey who own mechanical refrigerators have units 10 years old or more. An even larger percentage of *Times* readers who own cooking ranges have stoves of 1938 vintage or older. Among vacuum cleaner owners, the percentage of cleaners 10 years or older is 40.7.

To find out what brands of household appliances are owned by *Times* readers, the newspaper's Research Department queried 10,000 women readers in New York City and its suburbs. Products covered in the questionnaire include refrigerators, home freezing units, cooking ranges, electric roasters and broilers, vacuum cleaners, automatic dryers, automatic ironers, electric dishwashers, electric irons, electric mixers, pressure cookers, and electric toasters.

In addition to revealing the large replacement market among *Times* readers, the survey also indicates the possibility of brand switching from brands already owned. Thus, al-

though 24.7% of those surveyed who have vacuum cleaners own Brand A, and 22% Brand B, 43.6% said they would purchase Brand B if in the market for an additional one.

Copies of the study are available upon request to *The Times'* Research Department.

The *New York Journal-American* has joined the Bureau of Advertising, A.N.P.A. . . . *The Augusta Chronicle* and *The Augusta Herald*, Ga., have merged their mechanical, circulation, advertising and business departments, effective January 1, 1949. This has been accomplished by creating an agent company, *Newspaper Printing Corp.*, Augusta, Ga., and which will include Pat H. Rice as general manager and Harry Shearer as national advertising manager. According to the joint announcement by publishers of both newspapers, "Both Augusta newspapers will continue to maintain separate, independent and competitive news and editorial staffs and separate and independent editorial expression." . . . Celebrating the 9th consecutive year in which all its previous records for advertising volume and circulation were broken, *Puck, The Comic Weekly*, held its third annual sales convention in New York City, a three-day meeting in early December.



ANNUAL MEETING of American Association of Newspaper Representatives in Cleveland. Newly elected president, T. W. Walker, Sawyer, Ferguson & Walker (second row, center) is flanked (left) by new vice-president, D. J. Worthington, Cresmer & Woodward, and (right) by retiring president, George Gilbertson.

Irvin S. Taubkin, promotion manager of *The New York Times*, N. Y., has been elected president of the New York Newspaper Promotion Managers Association. He succeeds Ed Bayol, formerly of the *New York World-Telegram*, N. Y., and now with the Coca-Cola Co. Ken Mason of the *World Telegram* is now secretary of the organization, succeeding George Allen of the *New York Herald-Tribune*.

MAGAZINES

Better Homes and Gardens has just published "Action on the West Coast," third in a series reporting the merchandising activities of the magazine in cooperation with leading department and furniture stores. The



GEORGE V. RUMAGE has been elected vice-president of Young America Magazines.

report, sub-titled, "Yes, we have some bonanzas," is a comprehensive study of the magazine's promotions with Breuner's stores in Oakland and Sacramento, Calif., Bon Marche, Seattle, Wash., and Meier & Frank, Portland, Ore. It shows the impact of store-wide promotions of a full week or more featuring products advertised in *Better Homes and Gardens*. In intensive campaigns, the four stores covered in the report suggested to their customers the possibilities in home building, remodeling, decorating, furnishing and equipping with products of the magazine's advertisers. The 16-page report may be obtained by writing to Advertising Sales Department, *Better Homes and Gardens*, Des Moines 3, Ia.

The following elections and appointments by United Newspapers Magazine Corp., publisher of *This Week Magazine*, have been announced: John C. Sterling, director and chairman of the board; Euclid M. Covington, director, vice-president and advertising director; Miller Cross, vice-president and western manager; J. J. E. Hessey, director,

man
Y.,
New
Hans-
Ed
York
now
reson
cre-
ding
Jer-

has
West
the
aga-
de-
The

Cotton Farmer Cameron Dean and his lovely wife wear casual clothes for golf at their Mississippi country club.



Connie Collins, attractive farmer's daughter of Tripp County, S. D., tries on an off-the-shoulder party dress.



The Bishops, of Maryland's Eastern Shore, enjoy frequent shopping trips to stores in their nearby towns.

TAKE a good look at these pictures of *Country Gentleman* readers. The way they dress, the way they live, reflects an economic revolution that has made the best people out in the country your best source of profitable new sales.

Seven years of record farm income have brought their dreams of better living to reality. Today they enjoy the same possessions and pleasures which brighten the lives of all prosperous people.

More and more advertisers are winning new business in this rich market . . .

for clothes and accessories, aids to beauty and health, packaged groceries, house furnishings, labor-saving equipment, automotive products . . . everything that promotes Better Farming and Better Living.

That is why *Country Gentleman* has attained twelfth place among all magazines in advertising revenue. Its 2,300,000 subscribers are concentrated among the "top half" families who got 90% of last year's \$41-billion farm income. No other kind of magazine reaches these best new customers of 1949.

The best people in the Country

turn to *Country Gentleman*
for Better Farming, Better Living

OPPORTUNITY

For executives and salesmen

Manufacturer—Highly regarded, well established.

Market—Rapidly expanding. National.

Product—Accepted "Top Class" office equipment. Patented. Used nationally by leading firms for over ten years.

Offer—Substantial opportunity to have a secure business of your own and manage high-income distributorship with exclusive sales rights in one of a few key cities and its surrounding area now covered only by mail and traveling salesmen. Average unit sales high. Repeat and supply orders assured. Adequate training. Promotional assistance. (Positions on staff of present distributors also open.)

Requirements—Seasoned executives or experienced salesmen.

Investment — \$500, returnable.

Best background — Accounting, industrial engineering, high-grade office experience.

Selling experience preferred but not essential.

All replies held in strict confidence. Our organization knows of this ad. No dealers, but line may be handled for initial period with one other high-grade non-competing product. Write Box 2577, Sales Management, 386 Fourth Ave., New York City.

vice-president and business manager; Tom Cathcart, director, vice-president and director of Newspaper Relations; editor William I. Nichols, director. . . . Newhall Douglas is now New England manager of *Cosmopolitan Magazine*.

The first copies of the beverage, the drug store merchandise, and the sporting goods equipment editions of *The Argosy Advance*, which carried advance news of what drug and toiletry, liquor and sporting goods companies planned to do promotionally for Christmas and the winter season, were received by more than 18,000 liquor commissions, liquor, sporting goods and drug executives, wholesalers and retailers throughout the country. *Argosy* magazine sponsors the plan. The second edition *The Advance* is scheduled for release in the spring. . . . With its December issue, *Esquire* completes six successive months of newsstand gains. . . . The name of the new Dell publication, *Modern Television and Radio*, has been changed to *Radio Stars and Television*, effective with the February issue.

BUSINESS MAGAZINES

The Advertising Research Foundation has just completed field work on the first publication to be surveyed in its newest project, the Continuing Study of Business Papers. The October 15 issue of *Automotive Industries*, a Chilton Co. publication, was chosen for the initial study of the series.

The Foundation's newest project actually is a three-way study. It has been designed to determine the potential audience of a given issue of a spe-



EDWIN C. KENNEDY, former Eastern manager of *The American Weekly*, becomes advertising director.

cific publication, to measure the readership of the publication as a whole as well as the readership of all individual advertisements and editorial items within the issue surveyed, and to provide detailed information about subscribers and readers — including so-called "pass along" circulation, purchasing influence, job classification, and similar data.

A report, including this information in addition to a reproduction of the survey issue with readership scores for each editorial and advertising item, will be published about mid-winter, according to present plans.

The study eventually will provide a basis for analysis of the general influence of such factors as position, size, color, and continuity on advertisements in business papers.

The Administrative Committee in charge of the study is composed of members of the Association of National Advertisers and the American Association of Advertising Agencies, sponsors of the Foundation; The Associated Business Papers, which requested the project and which pays the bulk of the costs estimated at



"UNDERPRINTING" a new idea, this Delta Air Lines advertisement in color in regular news column of *The Atlanta Constitution* is being examined by (left to right) James H. Cobb, Jr., of Delta Air Lines, B. D. Adams of Burke Dowling Adams, Inc., and by Roy H. Brown, the paper's national advertising manager.

\$20,000 per study; the National Industrial Advertisers Association.

Alderson & Sessions, Inc., Philadelphia, conducted the survey under Foundation supervision.

OUTDOOR

Edward C. Donnelly, Jr., president of John Donnelly & Sons, Boston, was re-elected president, and Parker James was elected executive vice-president and secretary of Standard Outdoor Advertising, Inc., at that organization's annual meeting held recently in Cincinnati. O. J. A. Zimmer, president of Central Outdoor Advertising Co., Inc., Cleveland, was re-elected treasurer. Executive offices of the Standard organization, which is exclusively devoted to promotion of the outdoor advertising medium, are located in New York.

RADIO

The latest sales records of A. C. Nielsen Co. would seem to indicate the confidence of leading business men in the value of soundly conducted marketing research. In the month following Election Day, 43 new contracts were received by the research firm. The contracts represented an aggregate dollar volume of \$1,212,180. This exceeds new business receipts of the Nielsen Co. for any previous month in its 25-year history.

The Yankee Network has completed an agreement with the Worcester Street Railway for the installation of Transit Radio in Worcester, Mass., buses—the first such installation in New England. More than 250 vehicles of the Worcester Street Railway are to be equipped with receivers to receive the broadcasts from Yankee's FM station, WGTR, located in Paxton, Mass., a few miles from Worcester.

Frank Headley, president of Headley-Reed Co., has been elected president of the National Association of Radio Station Representatives, at its second annual meeting. Other officers elected are: vice-president, Adam Young, Jr., head of the firm of the same name; secretary, Edward Spencer, George P. Hollingberry Co.; treasurer, Lewis Avery, Avery-Knodel, Inc.; director for one year term, H. Preston Peters, president of Free & Peters, Inc.

TELEVISION

The linking of the Bell System's East Coast and Middle Western television networks will be featured by an inaugural program to be presented



READ HAMILTON WIGHT
named director of the Radio and
Television at J. M. Mathes, Inc.

jointly by the television broadcasting companies and the telephone organization, according to the announcement by Leroy A. Wilson, president of American Telephone & Telegraph Co. This program, which will have the largest potential audience in television history, is scheduled on the evening of Tuesday, January 11, 1949. The special opening program will consist of ceremonies marking the development of television network service, and special entertainment arranged by the American Broadcasting Co., Columbia Broadcasting System, DuMont Television Network, National Broadcasting Co., and Station WPIX of *The News*, New York City. On the following day, January 12, the networks will become available for regularly scheduled television service. Cities to be linked for the inaugural program are Boston, New York City, Philadelphia, Baltimore, Washington, D. C., Richmond, Va., Pittsburgh, Cleveland, Buffalo, N. Y., Detroit, Toledo, O., Chicago, Milwaukee, Wis., and St. Louis.

American business is now thinking about television as a new kind of selling force and not just another form of advertising. George L. Moskovics, CBS-TV manager of Sales Development, told members of the Television Broadcasters Association during its recent meeting at the Waldorf-Astoria Hotel, New York City.

In his talk, "Television as a Selling Force," Mr. Moskovics expressed the belief that many American business men are of the opinion that television will justify itself economically by actually reducing distribution costs.

Television as a selling force is developing a new viewpoint on the part of those responsible for producing television commercials, according to Mr. Moskovics.

"Already," he explained, "those agencies most experienced in the use of television are recognizing that it

requires something more than the mere translation into visual terms of copy prepared for other media.

"They know that to turn television to fullest account, the accent must be placed on strong, valid selling techniques. They have learned that when the product or service is in actual use . . . viewers respond with enthusiasm and television begins to fulfill its function as a salesman."

Mr. Moskovics also pointed out that business men are learning that when they can make sales calls in quantity via television, the medium is not expensive.

"What might appear at first glace to be small circulation during the early days of television in some cities is becoming recognized as an impressive number of sales contacts," he stressed.

Donald A. Stewart has been appointed manager of WDTV, Du Mont Television Network's owned and operated station in Pittsburgh. This third station of the Du Mont net is now on the air with a test program and will offer a full program schedule starting January 11, the opening date of the coaxial cable linking East Coast and Middle Western television station chains.

5 . . . reasons why THE TIMES . . . is the Buy

1. St. Petersburg — Permanent population City Zone 100,234. Winter Visitors 220,000. Total 320,000.
2. St. Petersburg — Tampa Metropolitan Market. RETAIL SALES 1947

Tampa	\$143,495,000
St. Petersburg	\$120,577,000
TOTAL	\$264,072,000
3. ST. PETERSBURG REPRESENTS 45% OF THIS MARKET.
4. No Tampa newspaper has more than 600 St. Petersburg circulation.
5. TIMES READER INCREASE

	1940	1948
Daily	49,451	86,861
Sunday	55,764	93,801

ST. PETERSBURG TIMES

Established 1884
Nationally represented by:
Theis & Simpson Co., Inc.
New York Chicago Detroit Atlanta
In Jacksonville by V. J. Obenauer, Jr.

HIGH SPOT CITIES

Retail Sales Forecast for January, 1949

Retail sales in the U. S., after topping the \$13.0 billion all-time record at the close of 1948, will fall back to the relatively low level of \$10.0 billion in the first month of the new year. This low level forecast is partly the result of the usual post-Christmas seasonal decline and an adjustment for fewer selling days. However, even aside from these technical considerations, the rate of sales gain at the beginning of 1949 (+%) is in sharp contrast to the average gain of 14% (over the same month of the preceding year) registered by sales in the early part of 1948.

The regional pattern commented upon in previous issues still persists, with the Southwest and Midwest regions still showing markedly superior sales performances relative to the U. S., and with the coastal areas (both Eastern and Western) falling behind. Pennsylvania, however, which has lagged throughout 1948, appears to be moving into the above-average class.

The leading cities, those with a city-national index well above average (for this January compared with last), are: Beaumont, Tex., 111.4; Houston, Tex., 110.8; Casper, Wyo., 110.5; Austin, Tex., 109.4; Tucson, Ariz., 108.7; Wichita Falls, Tex., 107.0; Fargo, N. D., 107.9; Racine, Wisc., 107.9; Lubbock, Tex., 107.7; Bakersfield, Calif., 107.7; and Spartanburg, S. C., 107.1.



Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. *Monthly* data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar

figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1949 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1949 over 1948," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1949 over 1948," relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more—than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions." gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the ex-

pected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1948 which equals or exceeds the national change.

RETAIL SALES				
(S.M. Forecast for January 1949)				
City	City	City	Nat'l	
Index	Index	Index	Index	\$
1949	1949	1949	1949	(Million)
vs.	vs.	vs.	vs.	January
1939	1948	1948	1949	1949

United States

347.1 103.7 100.0 10,042.00

Alabama

★ Birmingham	517.0	105.9	102.1	35.62
Gadsden	467.4	100.4	96.8	4.02
★ Mobile	638.7	110.8	106.8	13.54
Montgomery	465.3	101.1	97.5	9.91

Arizona

★ Phoenix	525.8	110.8	106.8	17.35
★ Tucson	488.3	112.7	108.7	7.91

Arkansas

★ Fort Smith	427.5	104.7	101.0	4.66
★ Little Rock	576.6	104.1	100.4	16.26

(Continued on page 90)



Just as night follows day . . . and vice versa . . . so, too, Hempstead Town and the Review-Star go together in the minds of sales and advertising executives. New York's 4th market on the one hand . . . with \$334,937,000 retail sales; the Review-Star on the other, as a sure-fire result-getter.

With department stores and banks, for example . . . who buy lineage strictly on a result basis . . . the Review-Star was first choice in Hempstead Town during the first ten months of the year. And by wide margins . . . 241,383 lines in department stores, 51,247 in financial.

A New Year resolution that's very easy . . . and pleasant . . . to keep: Join this famous "Go Together" team.

Leading N. Y. State's High-Spot Cities is a habit with Hempstead Town. In January, *thirty-first consecutive month in the lead*, retail sales forecast is 258.1% above January 1939. Volume for January is \$29,150,000. And Hempstead Town leads N. Y. State's major markets (over 250,000 population) in retail sales gains January '49 over '48—with 2.3% increase.



Nassau Daily Review-Star

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Six days a week, 5c a copy • Executive Offices, Rockville Centre, N. Y.

Represented nationally by Lorenzen and Thompson, Inc.

New York • Chicago • St. Louis • San Francisco • Los Angeles

Detroit • Cincinnati • Kansas City • Atlanta



seventeen
furniture stores
doing 5 million
\$ worth of
business

BUT ONLY ONE

**Daily Hometown
Newspaper**

**Chester
Times**

National Representatives
STORY, BROOKS & FINLEY

**ALLENTOWN RETAILERS
BET HEAVILY ON . . .**



**THE BETHLEHEM
GLOBE-TIMES**

They buy over 1 million lines of advertising in the Bethlehem Globe-Times yearly — because they know Bethlehem and Allentown are one market, and only the Globe-Times covers the Bethlehem part of this market. For full details about this vital Pennsylvania market . . .

Send for **NEW MARKET BOOKLET**, just off the press. Latest facts, figures, maps. Complete data, clearly presented. Write today: Dept. B, De Lisser, Inc., 11 East 44th Street, New York, N. Y.

HIGH SPOT CITIES

(Continued from page 88)

RETAIL SALES (S.M. Forecast for January 1949)

City	City	Nat'l	\$
Index	Index	Index	(Million)
1949	1949	1949	
vs.	vs.	vs.	January
1939	1948	1948	1949

California

★ Bakersfield . . .	518.8	111.1	107.1	12.45
Berkeley . . .	330.1	102.9	99.2	7.79
Fresno . . .	390.7	98.5	95.0	14.34
Long Beach . . .	556.9	101.1	97.5	32.91
Los Angeles . . .	399.8	100.3	96.7	215.39
Oakland . . .	340.6	102.1	98.5	42.40
Pasadena . . .	393.2	102.6	98.9	14.94
Riverside . . .	406.7	100.6	97.0	4.88
★ Sacramento . . .	385.5	105.5	101.7	20.97
San Bernardino . . .	413.4	98.0	94.5	7.69
San Diego . . .	464.7	101.1	97.5	30.58
San Francisco . . .	357.7	98.0	94.5	94.42
San Jose . . .	434.0	98.7	95.2	13.80
★ Santa Barbara . . .	336.9	104.1	100.4	5.39
Stockton . . .	360.0	96.1	92.7	9.18

Colorado

★ Colorado Springs . . .	395.9	108.2	104.3	5.78
★ Denver . . .	364.9	104.9	101.2	44.70
★ Pueblo . . .	393.6	105.2	101.4	6.18

Connecticut

Bridgeport . . .	286.0	101.4	97.8	14.53
Hartford . . .	272.9	98.4	94.9	20.41
★ New Haven . . .	287.0	107.8	104.0	17.25
★ Stamford . . .	382.9	106.1	102.3	7.16
Waterbury . . .	284.3	102.4	98.7	8.53

Delaware

★ Wilmington . . .	272.0	106.3	102.5	12.16
--------------------	-------	-------	-------	-------

District of Columbia

Washington . . .	264.9	103.6	99.9	73.46
------------------	-------	-------	------	-------

Florida

★ Jacksonville . . .	432.0	104.3	100.6	21.99
★ Miami . . .	412.5	107.7	103.9	29.29
★ Orlando . . .	378.5	105.8	102.0	6.85
Pensacola . . .	397.4	101.3	97.7	4.61
St. Petersburg . . .	518.8	102.9	99.2	11.62
★ Tampa . . .	399.4	110.3	106.4	12.66

Georgia

★ Atlanta . . .	358.9	106.5	102.7	42.56
Augusta . . .	345.1	101.9	98.3	5.97
Columbus . . .	383.4	100.6	97.0	6.25
Macon . . .	378.6	100.0	96.4	6.55
★ Savannah . . .	399.2	104.1	100.4	9.46



BEAUMONT, TEXAS

A preferred "high-spot" city
for 47 consecutive months!

As an aid in planning sales and
advertising in the great South-
west you'll want to see the new
map outlining and defining

"20 MARKETS IN TEXAS & LOUISIANA"

For a copy write us—or "ask the
Branham man".

National Advertising Department
ENTERPRISE & JOURNAL
Beaumont, Texas



NEW JERSEY'S FOURTH LARGEST MARKET

NO COMPETITION



You are betting on a sure thing when you place your advertising in **THE BAYONNE TIMES** . . . There is no competition in Bayonne—no other newspaper or combination of papers can sell Bayonne. Only **THE BAYONNE TIMES** with its 93% home delivery can sell Bayonne.

Send for the **TISSUE Market Data Book**

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN
295 Madison Ave., New York 228 N. LaSalle St. Chicago

Market Surveys and Analyses

Investigations and consignment checks made,
and all matters pertaining to marketing in
this area handled promptly and con-
fidentially.

E. E. COOKE

Suite 1425 First National Bldg., El Paso, Tex.

SALES MANAGEMENT

RETAIL SALES
(S.M. Forecast for January 1949)

City	City	Nat'l	City
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	January
1939	1948	1948	1949

RETAIL SALES
(S.M. Forecast for January 1949)

City	City	Nat'l	City
Index	Index	Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	January
1939	1948	1948	1949

Hawaii

Honolulu 477.9 103.0 99.3 26.33

Idaho

Boise 330.9 103.3 99.6 5.03

Illinois

★ Bloomington .. 350.7 105.9 102.1 4.77
 ★ Champaign-
 Urbana 353.8 107.3 103.5 6.05
 ★ Chicago 318.1 104.5 100.8 331.71
 ★ Danville 393.8 106.1 102.3 5.08
 ★ Decatur 324.0 105.7 101.9 7.16
 ★ East St. Louis .. 397.3 109.9 106.0 7.23
 ★ Moline-Rock Island-
 E. Moline .. 372.8 105.4 101.6 9.58
 ★ Peoria 364.4 109.0 105.1 15.34
 ★ Rockford 403.3 107.0 103.2 12.18
 ★ Springfield ... 397.9 110.1 106.2 11.22

Indiana

★ Evansville 460.1 109.1 105.2 14.31
 ★ Fort Wayne ... 380.4 105.8 102.0 14.72
 ★ Gary 467.1 110.9 106.9 13.92
 ★ Indianapolis ... 391.6 105.8 102.0 50.83
 ★ Muncie 385.2 109.3 105.4 6.24
 ★ South Bend ... 453.0 108.9 105.0 14.95
 ★ Terre Haute .. 385.3 108.5 104.6 8.94

Iowa

Cedar Rapids .. 315.8 97.1 93.6 7.20
 ★ Davenport 389.8 107.8 104.0 9.20
 Des Moines ... 369.6 101.4 97.8 20.92
 Sioux City ... 334.7 100.4 96.8 9.07
 Waterloo 376.0 99.3 95.8 7.37

Kansas

★ Hutchinson ... 432.1 107.3 103.5 4.84
 ★ Kansas City .. 492.6 107.1 103.3 11.92
 ★ Topeka 482.0 105.2 101.4 10.46
 ★ Wichita 644.0 110.4 106.5 23.57

Kentucky

Lexington 351.8 100.9 97.3 8.02
 ★ Louisville 357.6 105.0 101.3 32.26

Louisiana

★ Baton Rouge .. 432.5 108.4 104.5 8.26
 ★ New Orleans .. 396.0 105.7 101.9 42.81
 ★ Shreveport ... 372.2 104.3 100.6 12.06

Maine

Bangor 282.1 101.3 97.7 3.95
 Lewiston-Auburn 302.8 99.9 96.3 5.33
 Portland 299.7 97.6 94.1 9.47

Maryland

★ Baltimore 334.4 104.0 100.3 87.48
 Cumberland ... 289.1 96.3 92.9 4.25

Massachusetts

Boston 341.4 99.7 96.1 81.11
 Fall River 282.4 102.2 98.6 7.88
 Holyoke 233.1 97.7 94.2 3.52
 ★ Lowell 333.8 104.1 100.4 7.11
 Lynn 215.0 100.8 97.2 6.15
 New Bedford .. 280.4 100.7 97.1 7.88
 ★ Springfield ... 284.6 105.4 101.6 16.42
 ★ Worcester 257.4 103.8 100.1 16.45

Michigan

★ Battle Creek .. 406.0 106.6 102.8 6.82
 ★ Bay City 420.8 105.8 102.0 6.27
 ★ Detroit 441.1 107.2 103.4 202.13
 Flint 328.5 103.4 99.7 16.23
 ★ Grand Rapids .. 405.2 107.8 104.0 22.53
 ★ Jackson 395.9 103.9 100.2 7.64
 ★ Kalamazoo ... 391.5 109.3 105.4 9.71
 ★ Lansing 400.6 105.2 101.4 12.86
 ★ Muskegon 463.0 106.1 102.3 7.50
 ★ Saginaw 281.4 105.5 101.7 6.95

Minnesota

★ Duluth 338.7 105.4 101.6 11.21
 ★ Minneapolis ... 359.3 106.8 103.0 66.61
 ★ St. Paul 345.4 104.8 101.1 39.86

Mississippi

★ Jackson 533.3 108.6 104.7 9.60

Missouri

★ Kansas City .. 408.5 106.1 102.3 63.27
 St. Joseph ... 388.0 101.4 97.8 7.76
 ★ St. Louis 382.2 107.0 103.2 93.11
 ★ Springfield ... 408.4 103.8 100.1 7.31

Montana

★ Billings 354.7 108.2 104.3 4.54
 ★ Butte 287.9 104.0 100.3 4.98
 ★ Great Falls ... 348.6 108.0 104.1 4.88

Nebraska

★ Lincoln 374.7 105.2 101.4 10.08
 Omaha 363.8 103.1 99.4 26.41

Nevada

Reno 278.5 98.4 94.9 4.40

New Hampshire

★ Manchester ... 297.8 106.4 102.6 6.91

New Jersey

Atlantic City .. 245.9 96.6 93.2 7.55
 Camden 290.3 101.3 97.7 9.84

**THE
LONG ISLAND
STORY**

In HEMPSTEAD TOWN, WHLI has regular listenership in 7½ out of every 10 radio homes. That's 75% saturation in New York State's Fourth Market.

Long Island Radio Survey, November 1948

WHLI 1100 KC

AND

WHLI-FM 98.3 MC

**HEMPSTEAD
LONG ISLAND**

NEW YORK

Elias I. Gofsky, President

7's For Luck!

BUT it's just sensible to sell your product to Woonsocket — the "spending city" with seven superior rankings (Source: S. M. Market Ranking Survey) Woonsocket holds the #2 spot in R. I. on all seven counts, too!

If you want to get your share of this generous spending, better try the one paper with 99.7% coverage of the market—the—

**W
OONSOCKET**



Covering
Rhode
Island's
PLUS
MARKET

Representatives:
Gilman, Nicoll & Ruthman



With an annual income of \$407,840,000 the prosperous Asheville 20-county markets sales FIRSTS are a habit. This market is FIRST in per capita drug and food sales in North Carolina. Your only means of reaching this bonanza is through the columns of the Asheville Citizen and Times.

For route lists, trade information, surveys and market data, write, wire, or call the Advertising Director.

Representative—The KATZ Agency

ASHEVILLE CITIZEN
MORNING
ASHEVILLE TIMES
EVENING
ASHEVILLE CITIZEN-TIMES
SUNDAY
ASHEVILLE, NORTH CAROLINA

SALISBURY NORTH CAROLINA

Per Capita
No. 1. MARKET

in the South's

No. 1. STATE

New "Brand Preference Survey" in
Making. Mailed When Ready.

RESERVE YOUR COPY NOW!



WARD-GRIFFITH CO., Representatives

HIGH SPOT CITIES

(Continued from page 91)

RETAIL SALES (S.M. Forecast for January 1949)

City	City	Nat'l	City	City	Nat'l	\$
Index	Index	Index	Index	Index	Index	(Million)
1949	1949	1949	1949	1949	1949	January
vs.	vs.	vs.	vs.	vs.	vs.	
1939	1948	1948	1949	1948	1948	January

New Jersey (Con't.)

Elizabeth	278.7	97.8	94.3	8.64
Jersey City-				
Hoboken	209.1	101.5	97.9	16.69
★ Newark	289.8	105.8	102.0	49.76
★ Passaic	327.4	106.5	102.7	7.66
Paterson	302.3	98.5	95.0	14.33
Trenton	286.4	102.9	99.2	12.89

New Mexico

★ Albuquerque	365.0	108.6	104.7	5.84
---------------	-------	-------	-------	------

New York

★ Albany	268.3	107.8	104.0	14.01
Binghamton	228.0	98.7	95.2	6.68
Buffalo	268.8	102.1	98.5	46.32
Elmira	234.1	98.2	94.7	4.33
★ Hempstead	358.1	106.1	102.3	29.15
Township	273.1	104.7	101.0	3.96
★ Jamestown	256.1	104.7	101.0	562.81
★ New York	287.7	104.6	100.9	7.02
★ Niagara Falls	261.4	108.5	104.6	8.05
★ Rochester	267.3	105.5	101.7	31.27
★ Schenectady	280.8	107.5	103.7	19.77
★ Syracuse	241.3	106.1	102.3	5.67
★ Troy	245.0	105.2	101.4	7.62

North Carolina

★ Asheville	409.0	105.2	101.4	7.28
★ Charlotte	448.4	107.6	103.8	14.71
★ Durham	395.3	105.3	101.5	6.76
★ Greensboro	478.1	108.6	104.7	9.18
★ Raleigh	450.0	107.0	103.2	7.92
★ Salisbury	437.6	107.0	103.2	3.37
Wilmington	356.4	98.5	95.0	3.60
★ Winston Salem	406.0	103.7	100.0	8.16

North Dakota

★ Fargo	432.1	111.9	107.9	6.05
---------	-------	-------	-------	------

Ohio

★ Akron	334.4	103.7	100.0	24.98
★ Canton	361.2	107.5	103.7	13.04
★ Cincinnati	341.4	107.0	103.2	54.14
★ Cleveland	327.1	105.2	101.4	94.66
★ Columbus	351.8	109.0	105.1	38.56
★ Dayton	331.9	103.8	100.1	24.33
★ Mansfield	346.6	107.7	103.9	5.13

RETAIL SALES (S.M. Forecast for January 1949)

City	City	Nat'l	City	City	Nat'l	\$
Index	Index	Index	Index	Index	Index	(Million)
1949	1949	1949	1949	1949	1949	January
vs.	vs.	vs.	vs.	vs.	vs.	
1939	1948	1948	1949	1948	1948	January

Ohio (Con't.)

★ Springfield	280.6	109.0	105.1	5.92
★ Toledo	341.2	108.0	104.1	30.92
★ Warren	342.3	108.1	104.2	5.10
★ Youngstown	338.0	107.7	103.9	18.56

Oklahoma

Bartlesville	330.3	102.6	98.9	1.85
Muskogee	334.8	99.7	96.1	2.98
★ Oklahoma City	357.7	103.9	100.2	22.61
★ Tulsa	391.2	109.9	106.0	18.27

Oregon

★ Eugene	444.8	109.9	106.0	5.56
Portland	296.0	102.7	99.0	37.41
Salem	355.0	101.9	98.3	4.97

Pennsylvania

★ Allentown	333.4	109.0	105.1	11.17
Altoona	259.1	103.1	99.4	5.70
★ Bethlehem	292.6	105.4	101.6	4.36
★ Chester	356.9	107.1	103.3	6.46
★ Erie	318.3	105.9	102.1	10.57
★ Harrisburg	317.3	106.1	102.3	10.98
★ Johnstown	336.0	109.5	105.6	8.30
Lancaster	274.8	100.6	97.0	6.76
★ Philadelphia	302.3	103.7	100.0	159.57
★ Pittsburgh	300.3	105.9	102.1	69.74
Reading	281.4	99.0	95.5	10.61
Scranton	256.2	101.9	98.3	9.94
★ Wilkes Barre	272.0	108.7	104.8	7.78
★ York	285.4	106.9	103.1	5.88

Rhode Island

Providence	266.9	98.6	95.1	24.21
★ Woonsocket	306.8	104.1	100.4	4.08

South Carolina

★ Charleston	402.0	105.4	101.6	8.04
★ Columbia	390.4	104.8	101.1	8.94
★ Greenville	430.6	107.0	103.2	7.75
★ Spartanburg	555.5	111.1	107.1	7.11

South Dakota

★ Aberdeen	472.3	111.0	107.0	3.07
★ Sioux Falls	468.1	109.0	105.1	7.49

Tennessee

Chattanooga	368.0	102.7	99.0	14.17
Knoxville	377.4	99.6	96.0	13.70
Memphis	363.3	96.8	93.3	33.90
Nashville	371.6	103.6	99.9	20.55

Texas

★ Amarillo	429.7	107.7	103.9	7.82
★ Austin	420.3	113.4	109.4	11.56
★ Beaumont	446.6	115.5	111.4	9.29
★ Corpus Christi	407.7	104.9	101.2	8.97

SALESMAN WANTED MALE

Nationally known Manufacturer of Electric Kitchen Appliances and Household necessities requires full time Factory Representative to promote sales through jobber and dealer channels in the State of Texas. Must possess courage, ability and showmanship to conduct actual demonstrations to salesmen, clerks, and public in a forceful, selling manner. The opportunities for sale and income are good because the merits and usefulness of these products are so outstanding and necessary in every home. Experience desirable, but not necessary. Must have car.

If you are interested in becoming associated with one of today's outstanding companies write us giving complete history, references, and salary expected. Since this is a worthwhile proposition, only responsible applicant with good record and sincere purpose will be considered.

Address reply Post Office Box 298—Racine, Wisconsin.

ARE YOU GETTING THE BUSINESS YOU GO AFTER???

A QUALIFIED PROFESSIONAL SALESMAN IS AVAILABLE TO HELP YOU IMMEDIATELY!

The Writer can point with pride to his experience and accomplishments contacting national accounts—setting up jobbers and distributors—doing missionary and promotional work among colleges and universities—conducting sales training courses—making public speeches—and helping lay foundations of good will toward my employer among buyers in the institutional, food and industrial fields in forty-eight states.

Technical background—good education—immaculate dignified appearance—pleasing personality—able to get along with people—can make decisions and very dependable. Age thirty-eight, happily married, small family, willing to relocate from the midwest, and willing to travel. Good mechanical knowledge and very high sales aptitude. Presently self employed in automotive business. Will furnish the best of references from successful men. Minimum earning requirements \$8,000.00, Box 2580, SALES MANAGEMENT, 386 4th Ave., New York City.

Available Soon In Washington

... SATISFIED with your sales representation in the great, growing state of Washington?

Hard hitting sales and advertising executive, college graduate, 42, finest references, seeking new connection as Northwest agent or state manager. Now in charge of Washington sales organization. Experienced in both tangibles and intangibles—including petroleum products, civic promotion, display advertising, bedding products, medical-hospital service prepayment programs. Capable public speaker. Member leading civic organizations. Former staff member Seattle Chamber of Commerce. Box 2581, Sales Management.

coming your way . . .

.... **twin meter** parks two cars instead of one at a much lower original cost to the city than single meters. The manufacturer also points out that this new Alfco meter may be maintained and serviced at but a fraction of the cost of the maintenance of single meters. In addition the new meter eliminates crowded parking and helps to speed up arriving and departing motorists because it permits more space for easy entry and exit. While it parks two cars independently of each other it has but one meter, one clock, one housing, one pedestal and one coin box. It is a product of International Meters, Inc., a subsidiary of American-LaFrance Foamite Corp., Elmira, N. Y.

.... **civilian walkie-talkie** is one fourth the size of the famous wartime walkie-talkie. Experimental units have been given exhaustive field tests between auto and home; home and office; boats and shore; planes and ground; and person to person on city streets. It is the result of more than two years of research and engineering in which many new techniques, including subminiature tubes and the use of silver on ceramic circuits, have been perfected for practical push-button, person-to-person radio communication for public use. The special tubes were developed by Sylvania Electric Products Inc. The midget walkie-talkie is being introduced by Citizens Radio Corp., 1865-71 Prospect Ave., Cleveland 15.



METER gives city and motorist a break.

.... **metazene**, a new odorless and non-toxic deodorizing agent, erases malodorous substances from the air in an enclosed space. It is said to be the answer to the long standing problem of deodorizing air by chemical means without adding another odor. Its discoverer claims that the deodorant is harmless to people, food and furnishings and has been used successfully in hospitals, institutions, mortuaries, and laboratories where odors are frequently a problem. Introduced by W. Earl Bothwell, Inc., 600 Grant St., Pittsburgh, Pa.



THE TRANSCEIVER weighs only 11 ounces including antenna, and total station equipment, including batteries is only 2 1/2 pounds. It has subminiature tubes.

INDEX TO ADVERTISERS

A
 American Telephone & Telegraph Company 47
 Asheville Citizen-Times 92

B
 Bangor Daily News 76
 The Bayonne Times 90
 Beaumont Newspapers 90
 Beech Aircraft Corp. 51
 The Bethlehem Globe-Times 90
 Better Homes & Gardens 72
 Birmingham Post 71
 Buffalo Evening News 75

C
 The Chester Times 90
 Chicago Tribune 4th Cover
 Cincinnati Times-Star 24-25
 Cleveland Plain Dealer 53
 Consolidated Lithographing Co. 69
 E. E. Cooke 90
 Country Gentleman 85

D
 Dell Publishing Company 5-32-33
 Delta Airlines 67
 The Detroit News 21

E
 Engineering News Record 18-19

F
 Fort Wayne News-Sentinel 52
 Free & Peters, Inc. 16-17

G
 Grit Publishing Co. 31

H
 Haire Merchandising Publications 28
 Jam Handy 29
 Holyoke Transcript 93
 Home Owners Catalog 4
 The Schuyler Hopper Company 49
 Hotel Mayfair 76
 Houston Chronicle 77

I
 Industrial Equipment News 81

J
 Journals of Commerce 23

K
 KFBI (Wichita) 80

L
 Lynn Item 93

M
 Mailings, Inc. 61
 Marathon Press 81
 Milprint, Inc. 14
 Moline Dispatch 22

N
 Nassau Daily Review Star 89

New Orleans Times-Picayune 74
 New York News 78-79
 The Newark News 10

O
 Oil, Paint & Drug Reporter 71

P
 Pathfinder 3
 The Philadelphia Bulletin 1
 Pittsburgh Press 60
 Puck, The Comic Weekly 54-55

R
 Richcloth Banners 20
 River Raisin Paper Company 2nd Cover
 Rock Island Argus 22

S
 St. Petersburg Times 87
 The Salisbury Post 92
 San Francisco Call-Bulletin 57
 The Seattle Times 3rd Cover
 Harry Simmons 95
 Spokane Spokesman-Review-Daily
 Chronicle 26-27
 Stecher-Traung Lithograph Co.
 Facing 64-65
 Stein Brothers (Stebeo Business
 Cases) 70
 Successful Farming 12-13

T
 The Tacoma News Tribune 68
 J. Walter Thompson Company 9
 Time Magazine 6-7
 Topflight Tape Co. 76

V
 Victor Animatograph Corporation 30

W
 The Wassell Organization 20
 WCAO (Baltimore) 73
 Western Family 52
 WDBJ (Roanoke) 59
 WHLI (Hempstead) 91
 Winston-Salem Journal & Sentinel 93
 Woonsocket Call 91
 WOR (New York) 34
 Worcester Telegram-Gazette 11
 WSBT (South Bend) 58
 WTIC (Hartford) 30

**HERE'S a
 familiar
 speaker
 for your
 next
 meeting!**

**Regular
 fee:
 \$150.
 and expenses
 anywhere
 in the
 U. S. A.**

Counseling either in person
 or by *airmail* anywhere on the
 American Continent!

HARRY SIMMONS
Management Consultant
 Hotel Beacon, 2130 Broadway
 New York 23, N. Y.

ASSISTANT TO INDUSTRIAL SALES EXECUTIVE

A fine future open with long
 established maker of fastening
 devices

Wanted to assist busy sales manager
 with sales detail. A real opportunity for a man who is (1)
 experienced in sales operations through industrial supply outlets;
 (2) an able sales correspondent;
 (3) free to travel out of New York headquarters occasionally;
 (4) willing to "work up" to a major executive post. Salary open.
 Write fully about your background. Enclose photo. Interview in New York, expenses paid. Box 2572, Sales Management, 386 4th Ave., New York, N. Y.

HAVE YOU A SON WHO WOULD LIKE TO SELL PAPER?

or another relative who would like to get into the paper merchandising field selling competitively-priced, well-known standard mill brand printing papers? If, through your industry connections, you can give him enough contacts that will lead to sufficient sales to pay his way, we would like to discuss this matter with him or with you. Write in confidence to Box 2578 Sales Management, 386 4th Ave., N. Y. C.

MILWAUKEE

Industrial salesman or manufacturer's agent for Milwaukee and southern Wisconsin. Our product, a repeater, in some cases for years, used by industrial plants large and small. Some active accounts. Protection on all mail orders. Box 2579, Sales Management, 386 4th Ave., N. Y. C.

COMMENT

IN WHOSE LINE NOW?

Remember back in 1942, when Bill Holler, Chevrolet's master sales manager, asked a pointed question about all the millions of people who would, at war's end, be standing in line for goods? He wanted to know, "In whose line will they be standing?"

What was obscured by shortages is now plain for all to see. Customers *do* have brand preferences. Take automobiles, for example, one of the most sought-after commodities, and a product about which the buyer is highly brand conscious in normal times. For three years the clamor was so great that there was a deceptive appearance of uniform demand for all makes. This myth is now being exploded. Delivery dates currently quoted by local dealers make an interesting popularity graph, starting at zero (no orders) and running up the scale of unfilled orders.

For some dealers a new kind of shortage is cropping up—shortage of orders. In the New York market, for instance, some authorized new car dealers are advertising current models at list prices, no extras, no trade-ins, and immediate delivery. As a dealer salesman for one of the independents candidly explains it, "We're no longer burdened with a backlog of orders."

All of this points up the fact that would-be buyers won't wait patiently in line any longer for a product unless they are sold on its merits. The desire to buy a certain brand goes beyond its being a well built product and available. All along the line manufacturers and dealers find it profitable to give prospects plenty of "reasons why" instead of the shortage-born attitude, "There it is, take it or leave it."

The bloom is off the rose. In whose line are they standing now?

BLUE MONDAY ON THE ROAD

Ask any Army man how much importance he attaches to high morale among troops. Then ask him just how much he thinks mail from home contributes to morale. His answers may lead you to a check-up to see whether you are efficiently utilizing regular mail—of the right kind—to maintain morale among the men on your sales force who are away from home, in the field, for long periods at a time.

Low morale, feelings of frustration, and just plain lonesomeness for familiar faces are occupational diseases which at one time or another afflict almost every one of us who travels on business. They may be traceable to such a combination of conditions and experience as a touch of indigestion from a greasy pork chop, a drab hotel room without a bath, loss of a long-time account, and a spell of mournfully bad weather. Whatever the cause, when these cycles develop, they're bad for sales performance.

At such times, "road blues" can often be dispelled if communications from the home office, or the branch office, bring something besides new catalog sheets and price lists, bald inquiries about complaints, and memos from the credit department about over-due bills. Not every sales

manager can take the time to dictate friendly, helpful personal letters to his individual salesmen with any great degree of frequency. It seems to us, therefore, that some type of sales bulletin of informal nature is perhaps the best substitute. Such a bulletin, in the right hands, can be written much in the spirit of a personal letter, and can include news of company personnel and some items of downright trivia that are just human and interesting.

We've heard sales managers say, "I don't believe in coddling my men. They're adults. They know we're interested in their progress. They can take care of themselves." We just don't believe in this attitude. It fails to take into consideration the human equation involved.

We did not encounter so many problems of sales morale during the period of the sellers' market. But we can expect to see them developing again with the stiffening of buyer attitudes, a rise in cancellations, and much more hotly competitive selling.

The whole matter of morale is intricately involved with broader problems of company policy which affect recognition, opportunity and security. But this matter of "road blues" is a real thing and in most companies it isn't given any recognition at all.

THEY LIKE SELLING

Sales managers employing some 475 recent sales graduates ought to feel pretty good. These men like their jobs, their companies, and they think they are good salesmen.

We're talking about the men who put themselves through the intensive 15-week sales training course at The College of the City of New York. The college recently asked how they were making out in selling. Here's the way these men view their jobs:

- 93% consider their present jobs significant.
- 86% manifest good or better enthusiasm for their jobs.
- 83% describe their job security as good or better.
- 93% are satisfied with their hours.
- 96% describe their family attitude toward their job as good or better.

These salesmen express the following attitudes toward their companies:

- 90% describe their company's reputation as good or better.
- 90% describe company cooperation with salesmen as good or better.
- 86% consider their company's method of payment good or better.

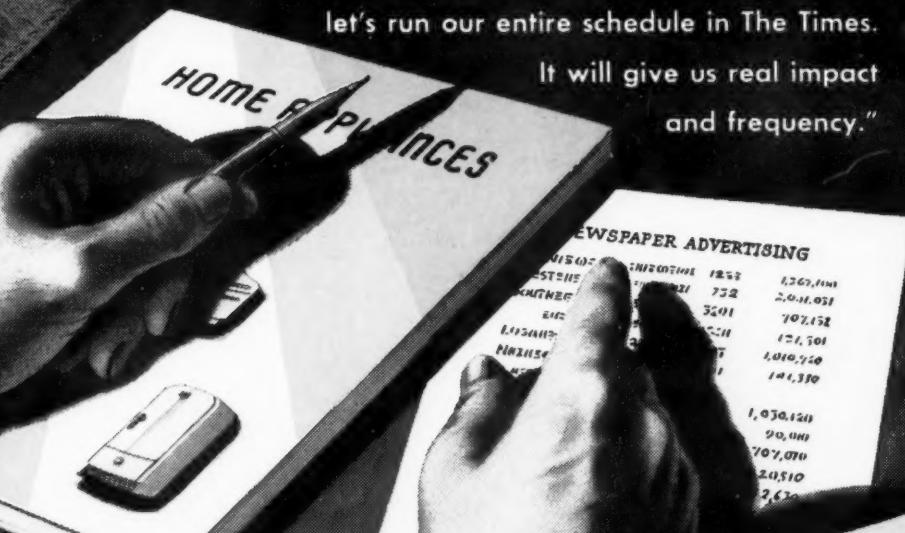
How do these men judge themselves as salesmen? They report:

- 91% describe their ability as good or better.
- 94% define their relationship with their sales managers as good or better.
- 99% believe their relations with fellow salesmen are good or better.
- 98% characterize their relationship with their customers as good or better.

"Yes, ONE does it in Seattle-

... most of our dealers run all of their advertising in The SEATTLE TIMES. It's read in 8 out of 10 Seattle homes—so let's run our entire schedule in The Times.

It will give us real impact and frequency."



The SEATTLE TIMES advertising leadership, daily and Sunday, first 11 months 1948. From Media Records:

FIRST in total by 4,627,351 LINES
FIRST in retail by 3,627,485 LINES
FIRST in department store by 1,726,485 LINES
FIRST in classified by 791,210 LINES
FIRST in national by 218,143 LINES
FIRST in retail food by 722,677 LINES
FIRST in retail drug by 128,517 LINES

* in City Zone circulation by ... 44,411 COPIES
* in City and Retail Trading Zone by 47,764 COPIES
* in total circulation by . 22,860 COPIES

* (Daily) — ABC Sept. 30, 1948

Represented by

O'MARA & ORMSBEE

New York • Detroit • Chicago

Los Angeles • San Francisco



THE
SEATTLE
TIMES



To sell women, you can't beat the Chicago Tribune—in which women's clothing advertisers invest more of their promotion budgets than in all other Chicago papers combined!

to reach Chicago women do as retailers do... use the Chicago Tribune